

# 2018/19



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**ANNUAL REPORT & SUMMARY**  
*Riipoata aa-tau me te tuhinga whakaraapopoto*

**OUR VISION:  
LIVEABLE, THRIVING AND  
CONNECTED COMMUNITIES**

**HE NOOHANGA AAHURU,  
HE IWI WHAI ORA, HE HAPORI  
TUUHONO TAHI**



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# SUMMARY

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# WELCOME TO OUR ANNUAL REPORT SUMMARY FOR 2018/19

Every year we produce an Annual Report of our activities and financial performance that compares what we did with what we planned to do when we developed our Long Term Plan (LTP).

This summary provides you with a 'scorecard' so that you can review what we've been doing in the district over the past 12 months.

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## Creating liveable, thriving and connected communities

Our vision of 'liveable, thriving and connected communities - he noohanga aahuru, he iwi whai ora, he hapori tuuhono taki', continues to guide how we shape our growth so we create communities that people feel connected to and want to live in.



### People-friendly living

We've co-developed and adopted the Waikato District Blueprint through a series of community workshops and consultation where we heard from hundreds of members of the public. The Blueprint is Council's way of showing the community that we are taking a new and different approach to planning by providing a high-level spatial picture of how the district could look in the future, while addressing the social, economic and environmental needs of our people and places. We were given a clear sense of the community's priorities, what is really important to them, and where they would like to see Council direct its resources. In total, 15 Local Area Blueprints, as well as nine themes and related initiatives, were co-developed for the Blueprint.

Alongside the Blueprint is the work we're doing on the District Plan. Stage 1 of the Proposed District Plan was publically notified in July 2018 and we received nearly 1,000 submissions on it. The submission period was supported

by a series of public drop in sessions throughout the district to provide the public an opportunity to talk about it with our planning team. Hearings for Stage 1 will begin in the next financial year, while Stage 2 of the District Plan is still under review and covers natural hazards and climate change topics.

### Financial performance

We worked hard to set rates and debt levels that balance affordability with the need to provide for our growing community. For the 2018/19 year, in the Waikato District average rates per rateable property were \$2,881.

### Sustainable development

Waikato District Council was once again announced as a finalist in the Society for Ecological Restoration Australasia awards. The awards recognise the continued ecological enhancement of Lake Rotokauri, with the support of external funding.

We are improving walking accessibility to Lake Waikare and reducing the costs of doing this by obtaining offers of grant support from external funders (up to \$170,300 from the Waikato River Authority and Trust Waikato) to help build the paths and lakefront boardwalk. By seeking external funding, we've been able to do more for less with rate payers' money. We have been proud supporters of walk and cycle ways in the district through our support of Te Awa, which stretches along the Waikato River, from Ngaruawahia in the Waikato District, through Hamilton City, to Karapiro in the Waipa District.

### Economic Development

Our reputation as a place to do business has again increased in the past year. Our International Strategy for Economic Development continues to create relationships with overseas investors, and through the Open Waikato site we have created relationships with China and South Korea, where investors are potentially looking to establish businesses in the district.

We have committed \$60,000 per annum as part of the Long Term Plan to the Regional Economic Development Agency, Te Waka and are members of the Regional Economic Development Group.



An annual grant of \$150,000 per annum is provided to Hamilton & Waikato Tourism to support the promotion of our district, and in particular, Raglan as one of our key district destination sites. Expenditure across the wider Waikato region for 2018 was \$1.560 billion, the 5<sup>th</sup> highest in the country and in the Waikato district the tourism spend was \$127 million.

## Working together in partnership

As a democratically-elected Council, our goal is to involve you in the decisions that affect the future of our district.

In consultation with the community, we reviewed our representation arrangements for the 2019 local body elections. The Local Government Commission determined that, with some minor boundary changes, our current arrangements provide fair and effective representation.



We expanded our efforts to connect with you using a variety of media, surveys and public meetings, and online services and we are constantly looking for new and better ways to do this. We engaged, consulted and supported our communities on a number of other initiatives, plans, strategies and bylaws ranging from food-waste collection to gambling venues, and from speed limits to libraries.

We have again achieved customer satisfaction levels of 80% or more with some of our largest and most widely-used services – public libraries (91%), parks and reserves (83%), wastewater (90%), water (82%), rubbish (83%) and recycling (82%). Overall, 74% of survey respondents were satisfied with the way rates are spent on the services and facilities provided by the Council.

## Building connected communities

We provide many of the facilities and resources that support liveable, thriving and connected communities. Our libraries have continued to be an important place for community activity, hosting community group meetings as well as regular reading programmes and other learning opportunities.

We partnered with Hamilton City Council and are contributing \$199,235 plus GST annually for a shared library service. This

means nearly 23,000 people living in 8,000 Waikato District households in the southern area of the district continue to be able to use Hamilton City libraries for free. The agreement recognises that our residents and ratepayers live, work, and socialise outside of our district, and that closer collaboration between Hamilton City Council and Waikato District Council is a key factor in ensuring sustainable growth.

To upgrade the Tuakau Library, \$1.25million of funding was made available during 2018/19. We engaged with the community to design what the new space will look like and it is anticipated that building work will commence at the end of February 2020, with completion set for end of November 2020. The Meremere library is due for completion in August 2019, and we've started planning for a proposed library/community hub and service centre in Pokeno too.

Waikato District Council have supported a variety of events and projects across the district. The Matariki Fund helped fund events and projects to educate, inform and raise awareness of the practices and traditions of Matariki, both locally and regionally. These included storytelling, exhibitions and educational performances. We also assisted Huntly Friendship House and Te Kauwhata Community House to deliver on their various arts programmes, supported by the Waikato District Council Creative Communities Scheme funding. Our open spaces increased in the past year with an additional 12.5 hectares of parkland added to the 1,656 hectares already maintained by Council in conjunction with our partners Citycare.



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## Caring for our environment

Our aim is to provide sustainable, attractive, affordable and safe options for living, in a way that's in tune with what ratepayers' wants and needs.

### Waste minimisation

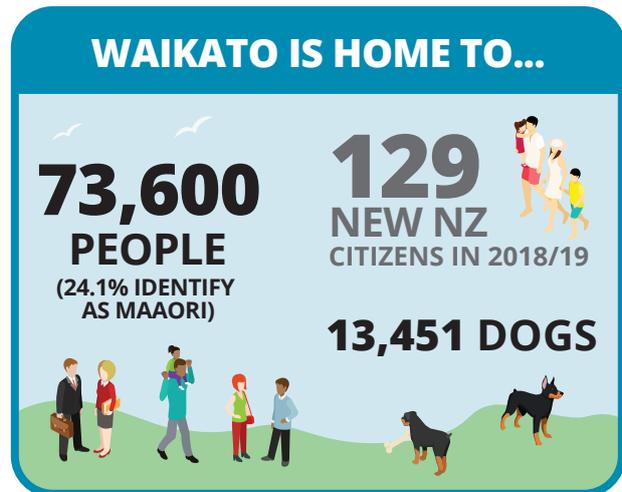
Our Waste Management & Minimisation Plan (WMMP) sets out our goals, objectives and targets that help us towards waste avoidance, reduction, and recovery. We know from the waste assessment we carried out between August 2017 and February 2018 that we are generating about 52,000 tonnes of waste to landfill each year, that's not including farm-waste or waste from the 71,000 tonnes of material we divert through reuse, recycling and composting.

Our Para Kore programme is helping us move towards our waste targets. 'The Hungry Bin worm farm' Central Kids Huntly Kindergarten Hungry Bin worm farm has reduced the kindy's landfill volume by half since the beginning of the year. We have supported the EnviroSchools programme to create a generation who instinctively think sustainably by encouraging young people to plan, design and implement sustainability actions in their own communities.



Students at Whatawhata School have created an edible entranceway to the nature trail, 'Kuhunga'. The schools front gardens have been developed to provide local produce for school lunches. Tamahere School engaged in 'Change for Change' – a programme where each class picked a charity or organisation and identified ways to support them by holding a market day to raise funds and awareness of various charities. This included a school production of 'The Mauri of Pirongia' which raised \$1,300 to be donated to Pirongia Restoration Society. Tuakau School focused during Term 3 on a Te Awa inquiry which raised students'

awareness of how their actions affect the health of the river and the fish in the river. Horsham Downs and Horotiu are connecting with Council through the 'Water Day' and planting along the Waikato River.



### Environmental Health

Our environmental health service delivery processes were audited by JASANZ (Joint Accreditation System of Australia and New Zealand) in late 2018, and Waikato District Council are now approved as a recognised agency by the Ministry for Primary Industries to provide verification services within the district.

### Our natural environment

During 2017 – 2019, staff carried out the required consultation process to review our Natural Reserves Management Plan. This process requires extensive consultation with members of the public, key stakeholders and local Iwi. As a result, a plan was developed and adopted, that provides staff and the community guidance on the types of improvements and activities that should occur on our reserves.

# WHAT YOU GOT FOR \$1

We deliver a broad range of services to our diverse district of residents, business owners and visitors. Here's how we spent every \$1 we received from general rates.\*



**ANIMAL CONTROL**  
**XX CENTS**

**AREA OFFICES AND  
OTHER PROPERTIES**



**XX  
CENTS**

**COMMUNITY AND SAFETY**



**XX  
CENTS**

**CORPORATE AND  
COUNCIL LEADERSHIP**

**XX  
CENTS**



**ENVIRONMENTAL  
HEALTH**  
**XX CENTS**



**GRANTS AND  
DONATIONS**  
**XX CENTS**



**LIBRARIES**  
**XX  
CENTS**



**PARKS AND RESERVES**

**XX  
CENTS**



**RESOURCE MANAGEMENT**

**XX  
CENTS**



**ROADING XX  
CENTS**



**SOLID WASTE X CENT**

**STORM X CENTS  
WATER**



**WASTE  
WATER  
XX  
CENTS**

**WATER SUPPLY  
XX CENTS**



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\*This does not include targeted rates. A targeted rate funds a specific Council activity or group of activities rather than general Council services. For example, those who receive a refuse collection pay for it through a targeted rate. Those who don't receive it, don't pay for it.

## Funding for local groups

**IN THE PAST  
12 MONTHS  
WE HAVE..**

- Supported our vision of building 'liveable, thriving and connected communities' with the creation and adoption of the Waikato Blueprint.
- Committed more than \$594,000 in grants to 118 organisations and charities throughout the district.
- Received nearly 1,000 submissions on our proposed District Plan.
- Established an independent Waters Governance Board to drive forward with our strategic and operational changes to the Waikato district's waters systems and management, which is predicted to save us almost \$28.3 million over the next 10 years and deliver improved environmental outcomes.
- Expanded our online services, attracted nearly 230,000 people to our website and now have almost 11,000 followers on our Council Facebook page.

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## Learning to be 'DogSmart'

Through our 'DogSmart' education programme we've scored well above our performance targets for the 2018/19 year. The growth of the Dogs in Libraries programme continues, where people are able to read to one of six fully trained and temperament tested dogs. The current program is being translated into Te Reo so that we can deliver it to our kura kaupapa (te reo speaking schools) in the coming terms.

For the second year we teamed up with Hamilton City Council and hosted our 'Dirty Dog Challenge', attracting nearly 300 dogs and their owners to the Christian Youth Camp in Ngaruawahia. Our 'Pound Pups Pool Parties' also proved popular, with events organised in Ngaruawahia and Tuakau.

Dog registrations numbered 13,451, which is down slightly on last year's 14,070.

## Road and footpath networks growing

A major focus this year has been on planning for changes to the local roading network to support new residential growth and the construction of the Waikato Expressway. Expressway projects are nearing completion and will bring long term benefits to the district.

NZTA introduced a new framework for assessing speed limits in 2017/18. We have used the new guidelines to assess and make changes to speed limits in our district, completing two years of a three year review programme. In June, the Ministry of Transport announced a change to the Road Safety Strategy. Moving from 'Safe Systems' to 'Vision Zero', we will be undertaking feedback and assessing the implications on our future programmes in the coming months.

We continue to work with the New Zealand Police, NZTA and other agencies to deliver a road safety education programme covering issues such as driver fatigue, driving to the conditions, and drink driving. We ran skills training days, workshops, roadside education stops, and advertising campaigns. We worked with community volunteers to mentor young learner drivers and ran 'young driver training days' focussing on driving skills and vehicle maintenance for young drivers who are about to sit their restricted or full licence.

## Three Waters

You told us through consultation on our Long Term Plan 2018-28, that your preferred option was to contract Watercare Services Ltd to provide the district's three waters services under the control of a professional Council-appointed Waters Governance Board. We invested a significant amount of time over the last year in progressing contract discussions with Watercare that will allow us to meet our LTP 2018-28 commitments. The contract with Watercare will allow us to deliver safe drinking water, wastewater and stormwater services with a strong focus on better environmental outcomes.

## Water Supply

We've now completed a \$6.6 million project to improve the security of the Waikato District's drinking water supply by installing four new reservoirs at Ngaruawahia, Hopuhopu, Huntly and Pokeno. The additional reservoirs have increased Council's drinking water storage capacity to 9.75 million litres, or, a minimum of 24 hours of water storage across the central area of the district and Pokeno.

## Wastewater

We cleaned 13.27 kms of wastewater pipes in Raglan and Huntly and inspected them via Closed Circuit Television (CCTV) cameras, including smoke testing in some areas as part of the third phase of our ongoing inspection and cleaning project. We commenced an inflow and infiltration reduction programme in Meremere to lower the high wet weather flows in the township, and replaced 1.1 km of failing asbestos cement gravity sewer located in Ngaruawahia's Waikato Esplanade.

We completed studies on servicing growth and wet industries in the Pokeno / Tuakau area and Horotiu Industrial zone, creating a programme of works to upgrade the wastewater network. We also undertook wetland rehabilitation at our Meremere and Te Kauwhata treatment plants, and upgraded and replaced our primary screens at our Raglan and Te Kauwhata treatment plants.

## Stormwater

We used CCTV to survey 10.5 kms of our critical stormwater pipe and assessed where the pipes needed to be renewed or rehabilitated. We commenced work on developing a stormwater catchment management plan for Te Kauwhata, the early stages of which have included a significant amount of data capture.

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# HOW WE DID

Our projects and work programmes range across eight groups of activities. For each group of activities we have performance measures that provide us with targets to meet, such as responsiveness, safety, timeliness, meeting statutory requirements and compliance. This graph summarises how we did, where we met expectations and where we need to improve. Please see the full Annual Report to find out more about the targets and how we performed against them.

See the colour coding system below to indicate how well we've done.

- We've achieved
- We've not met the target (variance greater than 5%)
- We're on track, but haven't quite met the target (within 5%)
- We didn't measure these targets this year

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## PERFORMANCE TARGET RESULTS

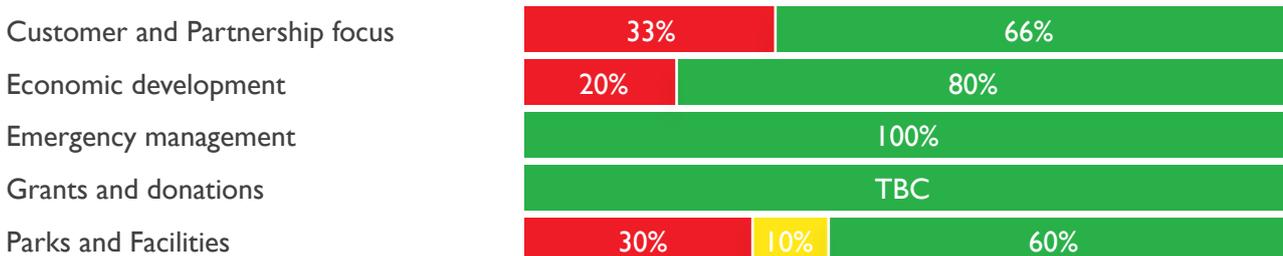
### Governance

We met six of our seven targets in how we make decisions, conduct meetings and consult with iwi. We missed one target because 80% of customers surveyed said they were satisfied with the availability of Councillors, this is compared with a target of 100%.



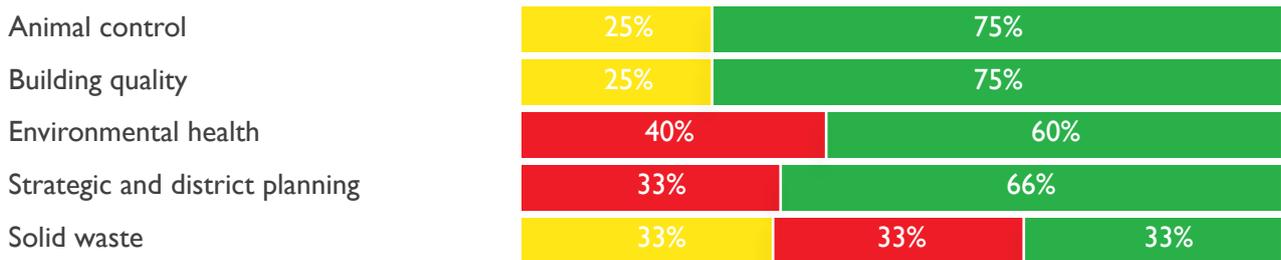
### Sustainable Communities

This year we consulted and engaged with our community on a number of issues, with 56% of customers satisfied that we are engaging with the community on the right issues, and 53% of customers satisfied with the ease of access to information on key community issues. We surpassed our goal of 95% on delivering the Economic Development strategic work programme, scoring 100% on this target. We achieved 100% on all three of our Emergency Management targets by successfully participating in an exercise fully moderated by an external party, and maintaining a minimum number of trained staff who are capable of fulfilling core Emergency Operations Centre roles.



## Sustainable Environment

We surpassed our solid waste target for the percentage of schools in the district receiving solid waste education, but did not meet our targets for kerbside collection complaint resolutions or rubbish removal service request resolutions. Of the 1,796 building consents we processed this year, 23 were not processed within the 20 working day timeframe meaning we missed one of our Building Quality targets. We also missed one animal control target – the number of reported serious dog attacks on people in public places (where medical attention is required) – but customer satisfaction levels with the service continue to remain high.



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## Roading

The Waikato District Alliance continues to exceed customer service request targets; we attribute this to a strong focus on customer service responses and a greater resourcing. We were unable to measure the targets set in our LTP for the percentage of footpaths in our district that fall within the level of service or service standard for their condition. This is because footpath rating was not included as part of Council's agreement with our contractor for this financial year. The first rating of footpaths in the district will be carried out in the first quarter of the 2019/20 year.



## Waters Services

As we did last year, we have met all targets for stormwater and wastewater services. We attribute this to our ongoing programme of network improvements throughout the district. We are still meeting all our customer responsiveness targets.



## FINANCIAL INFORMATION TBC

- Summary financial statements
- Summary accounting policies
- Summary additional disclosures
- Independent Auditors Report

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# OVERVIEW

## *TIROHANGA WHAANUI*

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# THIS IS WAIKATO DISTRICT

## WAIKATO IS HOME TO...

**73,600**  
PEOPLE  
(24.1% IDENTIFY  
AS MAAORI)

**129**  
NEW NZ  
CITIZENS IN 2018/19

**13,451** DOGS



## WE PROVIDE...

**9,137,000**

**LITRES OF**  
DRINKING WATER A DAY

**54 PUBLIC  
TOILETS**  
USED BY 4,000  
PEOPLE EVERYDAY



**54**

PLAYGROUNDS AND  
NEIGHBOURHOOD RESERVES

**KERBSIDE  
COLLECTIONS  
OF 10,438  
TONNES OF  
REFUSE EACH YEAR**



**13 SKATEPARKS**

**3 SWIMMING  
POOLS**

**2 CAMPGROUNDS**  
PAPAHUA AND HAKANOA

## WAIKATO SPANS

**OVER 450,000**  
HECTARES OF LAND



## IN 2018/19 WE HAVE SUPPORTED...

**151 COMMUNITY  
GROUPS**



**AND 201** DOGS WERE  
RE-HOMED

## WE MAINTAIN...

**1,864KMS**  
OF SEALED ROADS



**600KMS  
OF UNSEALED  
ROADS**

**251KMS  
OF FOOTPATHS**

**113  
PARKS AND  
RESERVES**



**39  
COMMUNITY  
HALLS**

## WE OPERATE...



**6 LIBRARIES THAT SERVICE  
16,234 LIBRARY MEMBERS**

**32 WATER  
RESERVOIRS  
WITH A TOTAL  
CAPACITY OF 35,117m³**



**7 WATER TREATMENT  
PLANTS WITH A TOTAL CAPACITY  
OF 19,206m³ PER DAY**



**2 ANIMAL  
SHELTERS**

**21**  
CEMETERIES

**25 DOG  
EXERCISE AREAS**

# FROM THE MAYOR AND CHIEF EXECUTIVE

## Our vision to guide our growth

Our vision of 'liveable, thriving and connected communities - he noohanga aahuru, he iwi whai ora, he hapori tuuhono taki', continues to guide how we shape our growth so we create communities that people feel connected to and want to live in.

We made a significant step towards delivering on our vision by co-developing and adopting the Waikato District Blueprint, which is Council's way of telling the community that we are taking a new and different approach to planning. The Blueprint was co-developed with the community through a series of workshops and consultation where we heard from hundreds of members of the public. We were given a clear sense of the community's priorities, what is really important to them, and where they would like to see Council direct its resources. The Waikato District Blueprint provides a high level spatial picture of how the district could look in the future, and addresses the social, economic and environmental needs of our people and places. In total, 15 Local Area Blueprints as well as nine themes and related initiatives were co-developed. We are now planning the implementation phase of the Blueprints, as well as for an additional Local Area Blueprint for Gordonton.

Stage 1 of the proposed Waikato District Plan, which sets the guidelines for land use and for protecting our environment and heritage, was publicly notified in July of 2018 for a three month submission period. Changes included a village zone, and the opportunity for papakainga (multiple dwelling) development on all Maaori freehold land with multiple owners. We received over 900 submissions on the proposed District Plan.

In May, Council endorsed the Hamilton to Auckland Corridor Plan Draft Shared Statement of Spatial Intent, after almost a year in preparation. The document outlines shared objectives, key opportunities, challenges, constraints and solutions. It also sets out a preferred spatial approach and provides a 100 year view for future urban growth and development along the corridor, from Papakura to Cambridge/Te Awamutu.

## Sustainable delivery of services

Over the past year we undertook a major project to review how our organisation operates internally and what changes we needed to make to ensure that we could continue to meet the ambitions, needs and issues of our communities. In part, this was required as a result of the significant growth that the district is experiencing.

We launched a strategic reset, co-designed the organisations structure, formed new teams, created space and reimagined our working environment, refreshed our

values, recruited heavily, demanded a culture of doing things differently, and launched a new organisation to our people at an event called Team Up 2019.

To deliver on the LTP 2018-28 we have invested major time commitments to progressing contract discussions with Watercare, which are now nearing completion. We expect to save at least \$28.3 million in the next decade by negotiating a contract with Watercare Services Ltd to manage our three waters services under the guidance of a professional Council-appointed Waters Governance Board that includes Waikato-Tainui representation.

The Waikato Expressway projects are nearing completion and will bring long term benefits to the district. In the short term there are some negative impacts on local roads due to construction traffic. We managed the effects of construction traffic on local roads through discussion and agreements with the New Zealand Transport Agency (NZTA) and its contractors. We have monitored the impact of increased truck movements on the condition of our roads and have been able to adjust maintenance regimes and safety measures as required.

We are proud that some of our most widely-used services continue to record customer satisfaction levels of 80% or more including libraries (91%), parks and reserves (83%), wastewater (90%), water (82%), rubbish (83%), and recycling (82%). Overall, 66% of survey respondents were satisfied with the way rates are spent on the services and facilities we provide.

## Caring for our environment

In 2018/2019 we continued to mitigate the risk of wastewater overflows with a particular focus on protecting waterways and environmentally sensitive areas. We did this by cleaning wastewater pipes in Huntly and Raglan, commenced an inflow and infiltration reduction programme in Meremere, replaced failing asbestos cement gravity sewer in Ngaruawahia and replaced pump units in our wastewater pump stations where needed.

We consulted with our community in Raglan about a targeted rate for the continuation of their kerbside foodwaste collection. The community did not support the level of targeted rate that was needed to deliver the service and Council supported this decision.

We have now charted a one-year of drinking water usage in our district at 240 litres per resident per year. These results tell us our network is in average condition compared with other councils in New Zealand

## Economic development

We have growth in areas of identified economic strength for the district and have handled enquiries from overseas as well as domestically. Our International Strategy for Economic Development continues to create relationships with overseas investors and through the Open Waikato site we have created relationships with China and South Korea, where investors are potentially looking to establish businesses in the district.

An annual grant of \$150,000 per annum is provided to Hamilton & Waikato Tourism to support the promotion of our district and its destination sites like Raglan. Visitor expenditure across the Waikato region was the 5th highest in the country for 2018 at \$1.560 billion, of which 127 million was spent in our district.

## Financial Performance

We worked hard to set rates and debt levels that balance affordability with the need to provide for our growing community. For the 2018/19 year, in the Waikato district average rates per rateable property were \$2,881.

## Building communities together

We want to involve you in decisions affecting the future of our district. We engaged with you on our initiatives, plans, strategies and bylaws during the year on subjects ranging from speed limits to foodwaste, community halls and hubs and gambling venues.

Our commitment with Waikato-Tainui to co-manage the Waikato River by restoring and protecting its health and wellbeing is the driving force behind an inaugural scholarship. We worked in collaboration with Waikato Tainui to award the Waikato District Council Waikato River Scholarship to Okeroa Waaka. Okeroa plans to undertake research projects on her local moana, Aotea Harbour, where she has a special interest in mudflats and wetland ecosystems. Okeroa is especially excited to bring about rejuvenation of the kaimoana that once thrived on the harbour's mudflats once she has finished her Bachelor of Science at Waikato University.

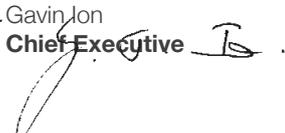
We committed grants totalling more than \$594,000 from Council-owned or administered funds for distribution to 118 organisations that enabled communities to meet some of their own needs.

We are proud of what we have achieved by working together to meet our district's present and future needs.

Allan Sanson  
Mayor



Gavin Ion  
Chief Executive



We are proud that some of our most widely-used services continue to record customer satisfaction levels of 80% or more ...



# OUR ROLE AND STRUCTURE

Council is elected by the residents and ratepayers of the Waikato district. Thirteen Councillors are elected from within the ten wards they represent. The Mayor is elected at large. The Councillors and the Mayor make the decisions affecting our communities across the whole district.

## Wards

The district is divided into ten wards. They are: Awaroa ki Tuakau, Eureka, Hukanui-Waerenga, Huntly, Newcastle, Ngaruawahia, Onewhero-Te Akau, Raglan, Tamahere and Whangamarino.

## Community boards

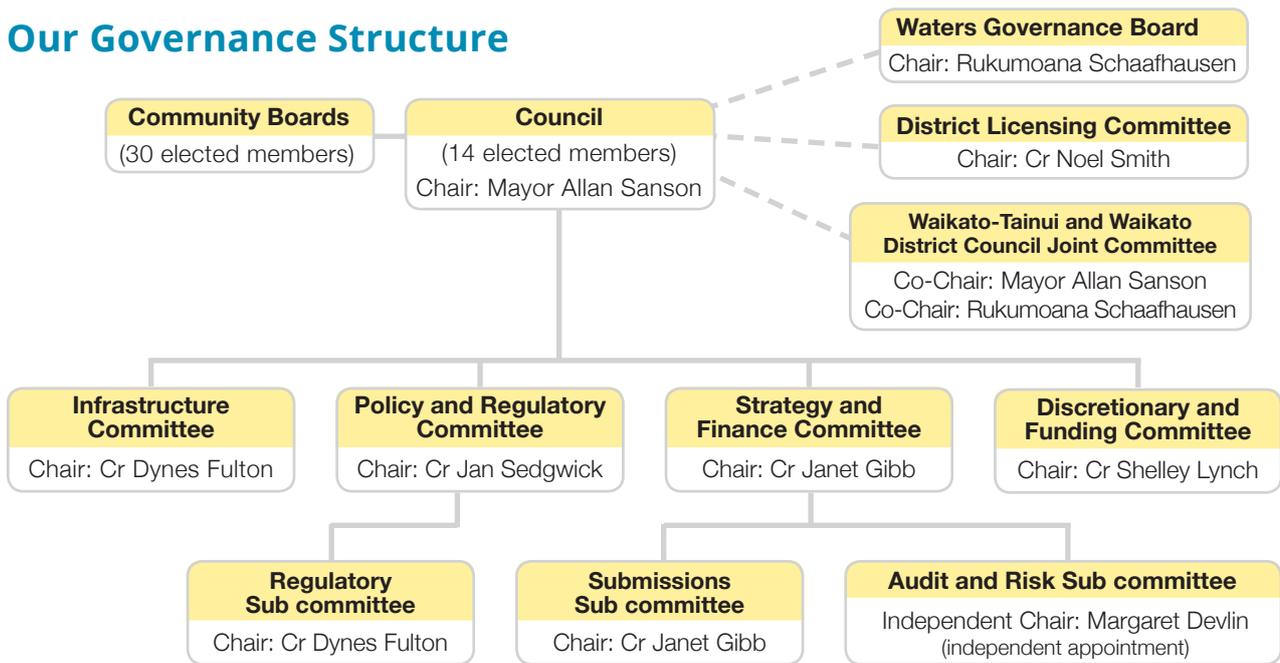
Five community boards, whose members are elected within the board areas, deal with local issues within their areas. Community boards are established in Huntly, Ngaruawahia, Onewhero-Tuakau, Raglan and Taupiri.

## Community committees and groups

By advocating on behalf of their local communities, voluntary community committees and groups play an important role within community decision-making. Council works with them and the community boards so it can take into account local perspectives as part of its decision-making.

They include: Aka Aka, Eureka, Glen Afton/Pukemiro, Gordonton, Horsham Downs, Matangi, Meremere, Newstead, North East Waikato (including Mangatawhiri, Mangatangi and Maramarua), Pokeno, Port Waikato, Pukekawa, Rangiriri, Tamahere, Te Kauwhata, Te Kowhai and Whatawhata.

## Our Governance Structure



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## Mayor



**Allan Sanson**  
2018/19

## The Executive Leadership Team



**Gavin Ion**  
Chief Executive



**Tony Whittaker**  
Chief Operating Officer



**Sue O’Gorman**  
General Manager Customer Support



**Clive Morgan**  
General Manager Community Growth



**Ian Cathcart**  
General Manager Service Delivery

# WHO WE ARE 2018/19

## The Council

**Cr Jacqui Church**  
Awaroa ki Tuakau Ward

**Cr Jan Sedgwick**  
Whangamarino Ward

**Cr Stephanie Henderson**  
Awaroa ki Tuakau Ward

**Cr Shelley Lynch**  
Huntly Ward

**Cr Frank McInally**  
Huntly Ward

**Cr Bronwyn Main**  
Onewhero-Te Akau Ward

**Cr Dynes Fulton**  
Hukanui-Waerenga Ward

**Cr Janet Gibb**  
Ngaruawahia Ward

**Cr Eugene Patterson**  
Ngaruawahia Ward

**Cr Rob McGuire**  
Eureka Ward

**Cr Lisa Thomson**  
Raglan Ward

**Cr Noel Smith**  
Newcastle Ward

**Cr Aksel Bech**  
Tamahere Ward

OVERVIEW

DRAFT



**Roger MacCulloch**  
Acting General  
Manager Service  
Delivery



**Vanessa Jenkins**  
People and  
Capability Manager



**Jacob Quinn**  
Marketing and  
Communications  
Manager



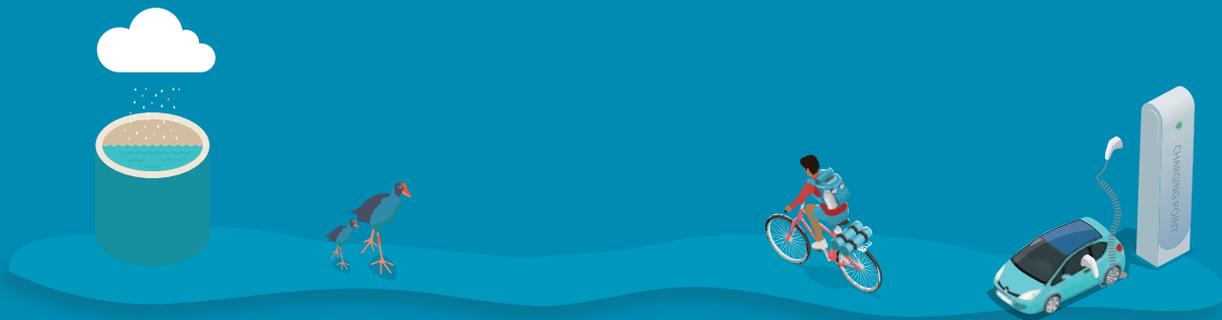
**Mark Willcock**  
Chief Information  
Officer



**Alison Diaz**  
Chief Financial  
Officer



**Kurt Abbot**  
Projects and  
Innovation Manager



# STATEMENT OF SERVICE PROVISION

## TAUAAKI RATONGA WHAKARITENGA

DRAFT

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# STATEMENT OF SERVICE PROVISION

## What we did

This Annual Report reviews our progress towards achieving what we set out to do in the first year of our 2018-2028 Long Term Plan (LTP). The LTP sets out our strategic direction for the 10 years ahead and is reviewed every three years. It establishes our goals and outlines the work we need to carry out to achieve the community outcomes identified.

Our work programmes and associated budgets are divided into eight groups of activities that contribute to the community outcomes we're seeking. In the 2018-2028 LTP our community outcomes were encapsulated by the Council's vision of liveable, thriving, connected communities – he noohanga aahuru, he iwi whai ora, he haapori tuuhono tahi.

### Supporting our communities:

#### *Kia tautoko ki a taatou Haapori*

We consider the well-being of all our people in all our planning and activities. We have supported and plan for the development of complete and connected communities.

### Building our economy:

#### *Ka hanga a taatou Oohanga*

We attract diverse enterprises/business: creating jobs and opportunities for our community. We continue to support our existing industry. We have others who leverage our location to ensure tourism brings benefits to a range of people in our communities.

### Sustaining our environment:

#### *Kia toituu to taatou Taiao*

We are a community that believes in environmental sustainability; we pursue and promote related ideas and manage regulatory processes to safeguard and improve our district.

### Working together with you:

#### *Kia mahi tahi taatou*

Our communities work with us so we are collectively focused on the right things at the right time.

### Providing value for money:

#### *Ka whai painga mo te putea*

Residents and ratepayers get value for money because we find innovative ways to deliver strategic, timely and fit for purpose infrastructure and services at the most effective cost.

Each group of activities contribute to one or more of our community outcomes.

Activity	Outcome				
	Supporting our Communities	Building our Economy	Sustaining our environment	Working together with you	Providing value for money
Governance	✓	✓	✓	✓	✓
Sustainable Communities - Customer and partnership focus - Economic development - Emergency management - Grants and donations - Parks and facilities	✓	✓	✓	✓	✓
Sustainable Environment - Animal control - Building quality - Environmental health - Strategic and district planning - Solid waste	✓	✓	✓	✓	✓
Roading	✓	✓		✓	✓
Stormwater	✓		✓	✓	✓
Wastewater	✓		✓	✓	✓
Water Supply	✓		✓	✓	✓
Organisational Support				✓	✓

✓ = primary contribution

✓ = minor contribution

## Our Approach

When considering the financial picture, the Council's overall approach continues to be:

- Support growth in targeted areas
- Maintain existing assets
- Modernise infrastructure where it is prudent to do so
- Do more with existing budgets
- Move the cost of providing a service to those who use them ie: user pays

## How we did

We have established performance measures for our work programmes to gauge our progress towards the community outcomes identified. In the following pages, you'll see we have shown how we're doing against our performance measures. We've used the 'traffic light' system to indicate whether:



We've achieved



We're on track towards the target but haven't quite made it (within 5%)



We've not met the target (variance greater than 5%)

We conclude with a tabular presentation of our progress towards our community outcomes.

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# Funding impact statement – Whole of Council

	2016/17 Annual plan \$'000	2016/17 Annual report \$'000	2017/18 Annual plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>				
General rates, uniform annual general charge, rates penalties	51,604	52,394	54,159	54,916
Targeted rates	21,557	19,863	23,304	23,242
Subsidies and grants for operating purposes	8,047	8,143	7,524	7,538
Fees and charges	9,725	9,233	10,164	9,556
Interest and dividends from investments	500	855	100	497
Local authorities fuel tax, fines, infringement fees, and other receipts	7,976	9,038	7,619	9,292
<b>Total operating funding</b>	<b>99,409</b>	<b>99,526</b>	<b>102,870</b>	<b>105,041</b>
<b>Applications of operating funding</b>				
Payments to staff and suppliers	74,556	77,828	77,398	79,548
Finance costs	3,588	3,549	4,393	3,997
Other operating funding applications	2,355	2,716	2,792	2,906
<b>Total applications of operating funding</b>	<b>80,499</b>	<b>84,093</b>	<b>84,583</b>	<b>86,451</b>
<b>Surplus (deficit) of operating funding</b>	<b>18,910</b>	<b>15,433</b>	<b>18,287</b>	<b>18,590</b>
<b>Sources of capital funding</b>				
Subsidies and grants for capital expenditure	9,494	11,174	9,037	10,969
Development and financial contributions	8,217	8,547	8,445	12,633
Increase (decrease) in debt	19,142	20,000	28,300	-
Gross proceeds from the sale of assets	217	2,537	202	2,590
Lump sum contributions	-	-	-	-
Other dedicated capital funding	93	1,220	97	1,034
<b>Total sources of capital funding</b>	<b>37,163</b>	<b>43,478</b>	<b>46,081</b>	<b>27,226</b>
<b>Applications of capital funding</b>				
Capital expenditure				
- to meet additional demand	9,360	9,381	11,549	7,117
- to improve the level of service	12,945	12,264	15,741	9,227
- to replace existing assets	25,826	26,597	27,409	24,009
Increase (decrease) in reserves	7,700	3,924	9,307	4,110
Increase (decrease) in investments	242	6,745	362	1,353
<b>Total applications of capital funding</b>	<b>56,073</b>	<b>58,911</b>	<b>64,368</b>	<b>45,816</b>
<b>Surplus (deficit) of capital funding</b>	<b>(18,910)</b>	<b>(15,433)</b>	<b>(18,287)</b>	<b>(18,590)</b>
<b>Funding balance for Whole of Council</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NOTE: Last year's statement -  
New data to come**

# GOVERNANCE

## What we did

Our Long Term Plan 2018-28 provided a new vision and goals to embrace the growth and changes we face in the next 10 years. Our vision is that we work together as a district to build liveable, thriving and connected communities as our district grows.

### Involved our communities in decision-making

Our goal, as a democratically-elected Council, is to involve you in the decisions that affect the future of our district.

We completed the review of our representation arrangements for the October local body elections, with 146 submissions received on our initial proposal. The Local Government Commission determined that, with some minor boundary changes, our current arrangements provided fair and effective representation. This means that the Council will continue to comprise of 13 councillors elected from 10 wards, a Mayor elected 'at large' (from across the district), and 5 community boards.

We adopted the Waikato District Blueprint, following workshops across the district and receiving 439 submissions on our draft Blueprint. This has provided a clear sense of the community's priorities, which will now help direct Council's resources towards the things that are really important to our communities. We received nearly 1,000 submissions on our Proposed District Plan (Stage 1), the public hearings for which will start in the next financial year. We also engaged with our communities on a range of other initiatives, plans, strategies and bylaws, on subjects ranging from foodwaste collection to gambling venues and from speed limits to community hubs and halls.

We expanded our efforts to engage with you through a range of media, surveys, public meetings and market days and we added to our range of online services. We attracted nearly 230,000 people to visit our website in the past year and we have almost 11,000 followers on Facebook.

We continued to encourage youth leadership through our youth action groups, to develop links within their communities and with Council as they worked on projects of their own choosing.

### Waters Governance

We established the Waters Governance Board as an independent body to drive forward with strategic and operational changes to the district's water systems and management. The Board comprises three independent directors, including one Waikato-Tainui member, to provide arms-length, robust governance and oversight, including for the implementation of any arrangements with other parties.

### Civic Events

Over the last year, we hosted five citizenship ceremonies, welcoming more than 120 new citizens to our district. A number of commemorative services for ANZAC day were held across the district, including the civic service in Ngaruawahia, which provided a reflective time following the tragic terror attacks in Christchurch in March.

### Maintained Iwi Partnerships

We appointed a new Iwi and Community Partnership Manager to build stronger relationship with iwi and tangata whenua. We engaged with all iwi groups assisting the numerous enquiries and concerns from Blueprint submissions, rates and water enquiries, to Joint Management Agreements. A solid relationship with iwi is a vital component in order to deliver liveable, thriving and connected communities.

During Joint Management Agreement meetings with Te Whakakitenga o Waikato (Waikato-Tainui) and Nga Wai o Waipa (Ngaati Maniapoto) on the Waikato and Waipa Rivers, we kept iwi briefed as we developed Long Term Plan options for the future management of our waters services, and gained support for Waikato-Tainui representation on a Waters Governance Board. The past year also saw Council commence consultation with iwi/Maori stakeholders about the creation of specific Maori Representatives on Council's three major standing committees.

Working and collaborating with Waikato-Tainui has developed into a joint decision making process on a number of initiatives and projects such as growth and infrastructure, community development and Maori representation in Council decision-making processes.

Together with Waikato-Tainui, we awarded the inaugural Waikato District Council Waikato River Scholarship to Okeroa Waaka, who has her sights firmly set on undertaking research projects on her local moana, Aotea Harbour, once she has finished her Bachelor of Science at Waikato University.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
Satisfaction of residents that they were able to contact their councillor as and when required.	77%	90%	80%		Contact details for councillors are available on our website, through our call centre, in our Link newsletter and in regular councillor newspaper columns.
Percentage of district plan changes that are undertaken as per the RMA statutory process.	0	100%	100%		Target met.
Number of joint committee meetings held per annum.	2 Waikato-Tainui, 2 Maniapoto	2 Waikato-Tainui, 2 Maniapoto	2 Waikato-Tainui, 2 Maniapoto		Target met.
Number of identified or notified breaches/objections under Joint Management Agreements, MOU's and MOA's.	0	0	0		Target met.
Number of formal governance hui held between council and iwi / hapuu groups.	4	1	4		A number of hui have been held (in excess of the 1 required to meet this KPI), including hui on Raglan wastewater and Maaori representation.
Percentage of minutes of all open meetings that are made publicly available via the Council's website.	100%	100%	100%		Target met.
Percentage of Council decisions that comply with statutory requirements.	100%	100%	100%		Target met.

## What this tells us

Your feedback through our regular customer satisfaction survey is giving us the information we need to improve the way we work with you. We have not met all our targets for the year overall, but we are making positive progress in working with you to ensure our district continues to develop as an attractive place to live and work.

*There are no potential significant negative effects associated with this activity.*

## How we paid for it

### Operational Funding

GRAPH TO COME

TBC%	General rates
TBC %	Internal charges recovered
TBC %	Targeted rates

# Funding impact statement – Governance

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	6,420	6,597	6,742
Targeted rates	190	193	197
Subsidies and grants for operating purposes	-	-	5
Fees and charges	-	-	1
Internal charges and overheads recovered	1,073	1,097	1,251
Local authorities fuel tax, fines, infringement fees, and other receipts	259	16	17
<b>Total operating funding</b>	<b>7,942</b>	<b>7,903</b>	<b>8,213</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	2,770	2,494	2,630
Finance costs	-	-	-
Internal charges and overheads applied	4,458	4,655	4,499
Other operating funding applications	-	-	2
<b>Total applications of operating funding</b>	<b>7,228</b>	<b>7,149</b>	<b>7,131</b>
<b>Surplus (deficit) of operating funding</b>	<b>714</b>	<b>754</b>	<b>1,082</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	-	-	-
Gross proceeds from the sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	-	-	-
- to replace existing assets	-	-	39
Increase (decrease) in reserves	714	754	1,043
Increase (decrease) in investments	-	-	-
<b>Total applications of capital funding</b>	<b>714</b>	<b>754</b>	<b>1,082</b>
<b>Surplus (deficit) of capital funding</b>	<b>(714)</b>	<b>(754)</b>	<b>(1,082)</b>
<b>Funding balance for Governance</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NOTE: Last year's statement -  
New data to come**

# SUSTAINABLE COMMUNITIES

*This group of activities includes economic development, grants and donations, parks and facilities, emergency management and customer and partnership focus. We provide these services to address social and economic wellbeing to support the development of 'communities' and not just discrete sets of towns and villages. It's about the provision of leisure options and the protection of enduring communities.*

## Customer and partnership focus

We want to make it easy for you to contact us about issues and questions regarding the services we provide. Key contact points include staff in our libraries and service centres and our call centre. In order for our customers to feel supported outside of normal working hours, an after-hours service is provided by Hamilton City Council.

## Economic development

We are continually providing infrastructure to support businesses and residents and updating the district plan to attract industry to our district, along with many other initiatives. The goal is to ensure our district has longevity by bringing more employment opportunities. The Economic Development unit leads, supports and co-ordinates economic development activities, plans and initiatives across the district's growth nodes to help build a local environment that attracts and sustains new and existing business investment, residential development and visitor experiences.

## Emergency management

Public safety and emergency management activities are fundamental to the protection of life and property in the community. We have a key role in disaster and emergency response, management and recovery.

## Grants and donations

Every year we provide grants and donations to various organisations and charities throughout the district, which otherwise might not have access to funding for their work.

## Parks and facilities

We provide many parks and open spaces, playgrounds and public facilities, including aquatic centres and libraries, walkways and sports grounds. Providing these facilities and amenities supports a healthy and thriving community.

## How we paid for it

### Operational funding

#### GRAPH TO COME

TBC%	General rates
TBC %	Local authorities fuel tax, fines, infringement fees and other receipts
TBC %	Fees and charges
TBC %	Targeted rates
TBC %	Internal charges recovered
TBC %	Subsidies and grants for operating purposes

### Capital funding

#### GRAPH TO COME

TBC %	Development and financial contributions
TBC %	Gross proceeds from sale of assets
TBC %	Increase in debt
TBC %	Subsidies and grants for capital expenditure
TBC %	Other dedicated capital funding

# Customer and Partnership focus

## What we did

### Customer satisfaction survey

Our ongoing customer satisfaction survey recorded satisfaction levels of 80% or more with some of our largest and most widely-used services – public libraries (91%), parks and reserves (83%), wastewater (90%), water (82%), rubbish (83%) and recycling (82%). Overall, 66% of survey respondents were satisfied with the way rates are spent on the services and facilities provided by the Council.

We commissioned the National Research Bureau to undertake our survey by means of randomised telephone polling throughout the year, and to provide us with comparative national data. The survey is a means of measuring our effectiveness in representing the wishes and viewpoints of our residents. This showed us that any dissatisfaction recorded with our services was no higher than nationally-collated council averages, while several services – building and inspection, animal control, public toilets and footpaths – recorded markedly low dissatisfaction compared with national averages.

### Staff responsiveness

Nearly two-thirds of survey respondents said they were satisfied with the overall service received (65%) and that it took little or no effort to conduct business with the Council (56%).

### Customer engagement

We engaged with or consulted our communities on subjects ranging from gambling venues, community hubs and halls, representation arrangements, to our District Plan rules.

Council received 774 submissions on the foodwaste service offered in Raglan, 439 submissions on the Waikato Blueprint, 311 submissions on the Port Waikato Community Hub and nearly 1,000 submissions on the Proposed District Plan.

Our online customer engagement continued to rise as we expanded our online services and lifted our social media engagement. Compared with 2017/18 there was a 19.45 per cent increase in website visits during 2018/19, a 18.1 per cent rise in website users (to nearly 230,000 unique visitors during the year) and a 20.2 per cent increase in new users. Visitor numbers viewing the website via mobile phone rose 29.5 per cent and visitors on tablets were stable, -0.2% per cent change.

We manage three Facebook pages and three Facebook groups. Our main page averages an 'organic' (unpaid) reach of 6,220 people a day – more than 2.2 million per year. Youth engagement is a key initiative.

We have recruited for a Youth Engagement Officer that will enable us to connect youth with their communities and with Council.

### Library services

The libraries activity applies to all six libraries that are owned and managed by Council. These sites are for the benefit of our changing communities and Council is currently determining what shape they will take in the years to come. National and international trends are towards modern libraries taking on a more 'hub' type feel, complimented by more outreach of services (taking services to those who can't access them).

Early indications are that Council and our communities support this direction.

For our sites to be as welcoming, inclusive, and safe as possible, we removed all cash facilities from our libraries and have now completed our first year of being completely cash-free.

We've partnered with Hamilton City Council and renewed our shared library services agreement for another three years. Waikato District Council is contributing \$199,235 plus GST annually for the service, enabling nearly 23,000 people living in 8,000 Waikato District households in the southern area of the district to continue being able to use Hamilton City libraries. The agreement recognises that our residents and ratepayers live, work, and socialise outside of our district, and that closer collaboration between Hamilton City Council and Waikato District Council is a key factor in ensuring quality, sustainable growth in coming decades.

The 2018/19 year has seen significant progression in two major projects. The expansion of the Tuakau library has progressed to final design stage with construction scheduled to finish in late 2020, and the Meremere library is due for completion in August 2019.

As indicated in Council's Long Term Plan, work has begun on a proposed library/community hub and service centre in Pokeno. Although Council is in the early stages of planning this facility will ultimately be guided by the Pokeno and surrounding community through engagement.

Our libraries have continued to be an important place for community activity, hosting community group meetings as well as regular reading programmes and other learning opportunities. We hope to expand the opportunities for people to engage in new (and old) experiences over the next year.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
Percentage of customers satisfied that council engages with the community regarding the right issues.*	40%	60%	56%		The Significance and Engagement Policy is applied when considering what issues require feedback from the public however in determining this, Council has to be mindful that the public can suffer from consultation fatigue. The results could be a reflection of this.
Percentage of customers satisfied with the ease of access to information regarding key community issues.*	52%	60%	53%		We continue to provide information via a range of printed and electronic mediums. For cost effectiveness and ease of access, we encourage the viewing of information via our website, based on a digital-first philosophy, however we understand that printed material is still more appropriate for some people. We have retained the Link magazine, for this reason. We will continue to look at new and different ways to provide information to our communities and customers to maximise the usefulness of our engagement and communication activities.
Level of customer effort	-	3	2.68		Target met.
Net Promoter Score (level of likelihood that library users will recommend to friends and family their library as a place to go).	n/a	90%	90%		Target met.
Level of customer satisfaction that the quality of library resources meets their needs.	n/a	90%	90%		Target met.
Percentage of time that access to a free internet service is available in libraries.	100%	100%	100%		Target met

\* Source: "Waikato District Council Ongoing Satisfaction Survey July 2018-May 2019".

\*\* Our survey does not provide us with reasons why we are not meeting some of our targets. Nevertheless, to improve our results, we are undertaking a major internal change management programme to help our organisation meet the needs of our growing customer base.

## What this tells us

A strong focus on engaging with our communities on key issues has not yet been reflected in the customer satisfaction levels for which we're aiming.

We engaged with our communities on a large number of major initiatives through the year, and survey results varied through the year depending on the issues at hand and the level of perceived engagement activity.

## Potential significant negative effects

Potential negative effect	How we are addressing this
Damaged library items	Repaired as condition assessed during the issuing or receipting process, or discarded in accordance with the collections policy.
Inappropriate books/magazines/material in the collection (such as adult material, or offensive to cultures, religion, or in general)	Items are acquired in accordance with the collections policy and catalogued as per the nature of the material.

# Economic development

## What we did

### Strategy

We continued with the programme of work to support growth in areas of identified economic strength for the district and have handled enquiries from overseas as well as domestically.

The growth in employment for the 2018 year was 3.5% compared to the national growth of 3.0% with filled jobs sitting at 22,655 across the district. The largest sectors in employment continue to be in Construction, Manufacturing and Education and Training.

Our International Strategy for Economic Development continues to create relationships with overseas investors and through the Open Waikato site we have created relationships with China and South Korea, where investors are potentially looking to establish businesses in the district.

The Waikato district population grew 2.3% compared to the national growth of 1.9% during 2018.

### Regional Approach

We have committed \$60,000 per annum as part of the Long Term Plan to the Regional Economic Development Agency, Te Waka and are members of the Regional Economic Development Group.

An annual grant of \$150,000 per annum is provided to Hamilton & Waikato Tourism to support the promotion of our district and in particular Raglan as one of our key district destination sites. Visitor expenditure across the wider Waikato region for 2018 was \$1.560 billion, the 5th highest in the country and in the Waikato district the tourism spend was \$127 million.

We are members of the Waikato Wellbeing Plan and work with regional partners to promote the four wellbeings of Economy, Social, Culture and Environment. The Regional Plan is currently being prepared and initiatives being created to support the wellbeings.

The Economic and Community Development unit played a large part in the Blueprint programme currently being developed across the district and next year will lead many of the Economic and Community initiative's identified as important by our communities.

### Local Initiatives

Waikato District Council have supported a variety of events and projects across the district.

The Matariki Fund supported events and projects which helped educate, inform and raise awareness of the practices and traditions of Matariki locally and regionally. These included storytelling, exhibitions and educational performances.

Council have assisted Huntly Friendship House to develop an arts programme that last year included more than 50 local arts and performance workshops involving about 1,400 Huntly residents, as well as an ongoing local 'placemaking' programme to rejuvenate parts of the town centre.

We assisted the Te Kauwhata Community House in delivering its first arts programme this year with help from the Waikato District Council Creative Communities Scheme administered funding.

The Waikato District Council Heritage Project Fund, Wellbeing Trust Fund and Discretionary Grants Fund supported a number of worthy projects and events throughout the district in the 2018/19 year that enabled community groups to meet local needs and aspirations.

#### These included:

- a family-friendly 'light party' for the Mangatangi community
- the Ngaruawahia United Associated Football Club 50th anniversary celebrations
- a road cycling teams event that involved more than 350 riders on a circuit from Ngaruawahia through the Waikato countryside hosted by the Dynamo Cycling and Sports Club
- the Te Kauwhata A&P Show that attracted people from around the district
- the free Raglan Music and Dance Festival run by Waikato Rocks Trust
- an extension to the heritage train carriage shelter at Pukemiro Junction operated by the Bush Tramway Club
- the production of a local history book and educational resource
- Huntly Volunteer Fire Brigade received a grant towards replacing the brigade's emergency support vehicle

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The percentage increase in number of business units in the Waikato District. (Same or higher than NZ growth rate in number of business units).	2.1	0.70%	1.20%		Business units grew by 1.2% compared to the national average of 0.7% in the same period.
The percentage of customers satisfied or very satisfied that the quality of service and expertise meets their needs.	-	90%	0%		Unknown, no survey has been conducted.
Business Perception Survey average rating	-	8.50	8.80		We achieved an 8.8 out of 10 rating in the November 2018 Business Net Promoter Score Survey.
The percentage increase in measurable annual tourism expenditure	-	9.3%	14.20%		
The percentage delivery of the Economic Development strategic work programme.	100%	95%	100%		

## What this tells us

Our reputation as a place to do business has continued to increase year on year.

We are working hard with Government, industry and our communities to support this growth in a planned way and to underpin a new vision for the district of building liveable thriving and connected communities.

*There are no potential significant negative effects associated with this activity*

# EMERGENCY MANAGEMENT

## What we did

This year we recruited a Community Resilience Coordinator to assist in the delivery of emergency management and resilience in our communities. This role will assist communities to develop a greater understanding of the hazards and risks that we face, and how through planning and decision making we can increase resilience in our communities so that we are able to better cope and recover when faced with an event of any size that disrupts our lives.

We have been working on the development of our emergency management team leaders and have established a virtual leadership team that consists of our controllers, recovery and welfare managers, and our executive who are our representative body for delivery and progress for our incident and emergency management system. They maintain strategic oversight of all of our incident and emergency management activities, including the Emergency Management team leaders, Emergency Management staff, and the physical resources used to support the information management /emergency management work, as well as the management of the Emergency Operations Centre (EOC).

We completed our Recovery arrangements to ensure that we are able to manage recovery in a way that involves all of our community stakeholders. We are now shifting our focus

to strategic planning, identifying actions that can be taken before an emergency to reduce the impact of the event on communities. Engagement with the community prior to emergencies helps us to prioritise our essential community assets and to prepare for on-going stressors that people and communities inevitably face during recovery.

During the year we took part in several exercises to test our systems and preparedness. These included a flood scenario exercise in September, which tested our resources for establishing a temporary Civil Defence centre and having a fully operational emergency operations centre. In October we participated in New Zealand Shakeout, the national Drop, Cover, Hold drill. Our staff also participated in exercise Rauora II with the New Zealand Police and in a local eruption exercise with Ruapehu District Council.

We continued to improve community understanding and awareness of emergency preparedness through our programme of visits to schools, churches and marae. We attended the Tuurangawaewae Regatta and the Tainui Games to promote Marae being prepared in an emergency, and participated in SAFE Kids alongside other safety organisations.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
Successfully participate in one exercise per annum that is fully moderated by an external party.	-	1	1		Target met.
Council maintains a minimum number of trained staff to Intermediate Level to fulfil core Emergency Operations Centre roles.	-	30	85		Target met.
Council maintains a minimum level of trained staff to foundation level to fulfil core Emergency Operations Centre roles.	-	100	154		Target met.

*There are no potential significant negative effects identified with this activity*

# GRANTS AND DONATIONS

## What we did

We supported the work of 174 organisations and charities throughout the district this year with grants and donations from Council-owned or administered funds.

From Council-owned funds (see table) we committed more than \$594,000 for distribution to 118 local groups. Of this the largest single amount was \$150,000 to support the work of Hamilton and Waikato Tourism, and this is already paying dividends in joint research and planning work to underpin our growing tourist industry sector in Raglan.

On behalf of the Creative Communities Scheme Fund we distributed \$61,972 to benefit 23 local groups, and the work

of nine more groups benefited from \$187,774 we distributed on behalf of an independent trust we administer, the Waikato District Community Wellbeing Trust (see page 58).

### Council funds committed

Council funds committed for distribution (see table) included \$327,000 for 26 local groups and projects as a result of Long Term Plan pledges. A further \$267,200 of discretionary grants and other funding was committed for distribution to 69 local groups during the year through applications processes managed by Council committees and Community Boards.

Description	Annual Plan 2018/2019 Committed \$	Amount Paid 2018/2019 \$
Twin Arts Information Centre	5,000	5,000
Raglan Museum	20,000	20,000
Waikato District Sports Award	5,000	5,000
Life Education Trust	5,000	5,000
Ecosourced Waikato in the District	2,000	2,000
Waikato district crime prevention	10,000	33,702*
Bush Tramway	1,000	1,000
Te Akau Community	7,000	7,000
Te Otamanui Lagoon	25,000	25,000
Tamahere Community Committee	4,000	0
Hamilton & Waikato Tourism	150,000	150,000
Tuakau and District Museum Society Inc.	10,000	10,000
North Waikato Transport Trust	2,000	2,000
Para Kore	5,000	5,000
Creative Waikato	6,000	6,000
Te Kauwhata & Districts Information and Support Centre	10,000	0
Waikato Coalfields Museum	50,000	50,000
Waikato Biodiversity Forum	3,240	3,000**
Franklin Tourism	2,500	2,500
Matariki Festival (involving 6 local groups)	5,000	4,480
<b>Sub-total of Annual Plan 2018/19 commitments</b>	<b>327,740</b>	<b>336,682</b>

<b>A total of 69 other groups benefited from:</b>		
Heritage Assistance Fund	20,051	19,939**
Conservation Fund Grants	32,402	19,580**
Heritage Project Fund	40,000	36,376**
Community Administration Funding	10,000	1,400**
Discretionary Grants	164,795	155,830*
<b>Total Council funds committed 2018/2019</b>	<b>594,988</b>	<b>569,807</b>

NB – the tables above are run together as a single table as total funds committed are totalled at the bottom.

\*Includes funds committed in 2018/19

\*\*Amount paid out from committed funds relies on groups securing alternative funding required, or meeting other similar criteria, and this can mean funding may be held over for one or two financial years.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
Number of discretionary grant funding rounds undertaken per year.	4	4	4		Target met.
The percentage of community funding/grant recipients meeting grant obligations, as evidenced through accountability reports.	100%	100%	95%		Staff continue to ensure funding recipients file a return on time.

There are no potential significant negative effects associated with this activity

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# COMMUNITY CONNECTIONS (PARKS AND FACILITIES)

## What we did

The 2018/19 financial year saw a review of structure for the Parks and Facilities team. During this review, the purpose and deliverables of the team were assessed and as a result of this, a realignment of our teams occurred. The name also changed from Parks and Facilities to Community Connections which reflects the role the team play in our communities. The team is now focussed on three specific work areas – Community Venues and Events, Open Spaces Maintenance and Community Facilities.

### Community Venues and Events

The Community Venues and Events team are tasked with improving the participation of community owned facilities and encouraging the use of our parks and open spaces. The team have started working with community groups to facilitate and enable volunteers and will continue to liaise with members of the public to enhance the customer experience in the coming years. Our work in this areas was recognised in October 2018 when Huntly Aquatic Centre, which is managed by our partners Belgravia Leisure, was awarded the New Zealand Recreation Association's Outstanding Pool Award. This award recognised the excellent customer service, innovative approach to teaching, access and inclusion along with its high percentage of population participating in the "Learn to Swim" programme that the Huntly pool delivers.

### Open Spaces Maintenance

2018/19 saw a busy year for the open spaces team with an additional 12.5 hectares of parkland added to the existing 1,656ha of maintained parkland that are already managed by the team in conjunction with our open spaces partners, Citycare. In addition to normal maintenance, capital improvements were completed to improve and enhance the open spaces available members of the public. These projects included:

#### Tamahere Park

Tamahere playground, skate park and basketball court was completed by Fosters Construction, a combined effort of funding and design by the Tamahere community and Waikato District Council. In the coming year, further work is planned with the addition of seating, walkways and fitness equipment.

#### The Point Playground, Ngaruawahia

Following consultation with Ngaruawahia Community Board and members of the community, the playground at The Point was replaced with natural play equipment that also includes waterplay features. Following internal procurement processes which included the feedback from consultation, the community were presented two options and the new playground was opened in July 2019.

### Ecological Enhancements

Waikato District Council was once again announced as a finalist in the Society for Ecological Restoration Australasia awards. The awards recognised the continued ecological enhancement of Lake Rotokauri, with the support of external funding. Additional work has also been completed at Shiphed Bush in Otatau where fencing was repaired and pedestrian access was improved. Pest control and native habitat improvements continue on a number of other reserves throughout the district.

We have continued to improve walking accessibility to Lake Waikare and reduced costs by obtaining offers of grant support from external funders (up to \$170,300 from the Waikato River Authority and Trust Waikato) to help build the paths and lakefront boardwalk. By seeking external funding, staff have been able to do more for less with rate payers' money.

### Natural Reserves Management Plan

During 2017 – 2019, staff carried out the required consultation process to review the Natural Reserves Management Plan. This process requires extensive consultation with members of the public, key stakeholders and local Iwi. As a result of this process, a plan has been developed which provides staff and the community guidance on the types of improvements and activities which should occur on these reserves.

### Community Facilities

The Community Facilities team continue to provide repairs and maintenance to the 220 Council owned buildings throughout the district, as well as managing the Council fleet of 91 vehicles and over 20 plant items to ensure that they are safe, maintained, compliant and utilised well. In addition to responding to daily requests for service, staff have carried out renewals at our facilities ensuring the needs of our communities are being met. These projects include re-roofing sports clubs and pensioner houses, upgrading hot water systems and shower facilities in sport clubs, resurfacing the Huntly pools, surveying and cleaning the Raglan Wharf, replacing furniture through libraries, halls and offices, office upgrades to increase capacity, asbestos surveying, insulation upgrades to pensioner properties, installing safety showers and washing facilities for our Waters and Animal Control teams, fleet replacement and fit-out. In addition to this, the team have focused on the following projects this year;

## Huntly Memorial Hall

The Huntly War Memorial Hall was reopened in June 2019 after being closed in 2015 due to the condition of the building. Initial costings suggested that the cost to repair the building exceeded funds available and it was decided to remove the hall. In response to this decision, a project group was established within the community who have been able to undertake a large portion of the repair work for \$140,000, a significantly reduced cost made possible by the support of local businesses, tradesmen and the dedication of the project group.

## Pensioner Housing

Renewals have been carried out at four pensioner units throughout our district, including new bathrooms, flooring,

and internal painting. The Jellicoe Ave units in Tuakau had new fencing and two of the units were refurbished. The Willoughby Units in Huntly had the exteriors and all joinery repainted. All units have also had insulation upgraded to meet current legislation standards, and works to repair collapsed drains. The total cost of all these this work was \$165,000.

## Tuakau Library consultation

\$1.25million of funding was made available during year 1 of the LTP to upgrade the Tuakau Library, and staff have engaged with the community to design what the new space will look like. It is anticipated that building work will commence at the end of February 2020 with completion set for end of November 2020.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
Percentage of customers who are satisfied with Parks and Reserves, including sports fields and playgrounds overall.	86%	90%	83.30%		Survey results have varied over the year with results ranging from 77% to 91% with an average result of 83%. Survey comments offer insight into common issues such as: lack of suitable reserve land in Pokeno, freedom camping, rubbish left in reserves and lack of toilet facilities, Staff will take into account the comments, investigate and implement solutions if able.
Percentage of customers who are satisfied with the presentation of Council cemeteries.	-	95%	91%		
Percentage of new playgrounds built to New Zealand Standard – Playground Equipment and Surfacing (NZS 5828:2015)	-	100%	100%		Target met.
Percentage of customers who are satisfied with public toilets in the annual satisfaction survey.	67%	75%	69%		Survey results have varied over the year and we have finished with 69% customer satisfaction. This is disappointing as results peaked at 80% in quarter three. Staff will continue to work with our contractor who keeps the toilets maintained to a high level of cleanliness. Additional cleans are added during peak seasons to ensure customers' expectations are met.
Percentage of new public toilets built to NZS 4241:1999	-	100%	100%		Target met.
Percentage of buildings that require a warrant of fitness and that comply with it.	100%	100%	100%		Target met.

DRAFT

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
Percentage of customers who are satisfied with the service provided at the Raglan Campground	-	90%	92.80%		Target met.
Percentage of customers who are satisfied with the service provided at the Huntly campground		90%	82.50		This KPI was not measured. Lake Hakanoa Camping Ground continues to maintain a good relationship with business partners who make up a large majority of the camp's long term bookings. In the past year, customers have responded to a survey with a score of 82.4% satisfaction which is unfortunately below target. Staff will continue to promote great customer service, ensure the facilities are clean and tidy and any repairs and maintenance required are completed in a timely manner.
Percentage of visitors that find the facilities clean, accessible and welcoming (pools)	-	90%	91%		Target met.
Percentage of WDC Aquatic Centres that are operated under NZ Pool Safe Accreditation	-	100%	100%		Target Met.

## Potential Significant Negative Effects

Potential negative effect	How we are addressing this
Disability access to facilities	Development of the Disabilities Access Policy. Design and manoeuvrability for wheelchair access, or mobility scooter. New facilities to be designed in accordance with Council's HCC development manual.
Noise and disorderly behaviour issues from events at reserves, and general use of reserves	Events managed in line with Council's terms and conditions of hire. Any disturbance will be handled by local police or noise control if required.
Herbicides impacting environment	Working in conjunction with Hazardous Substances and New Organisms (HSNO) standards for handling agri-chemicals. Enforcing appropriate conduct and use of wash down facilities and hard stands. Ensuring pest and weed control activities are within guidelines.
Damages to property and harm to people from falling trees and branches	Tree maintenance programme according to industry standards. Focus on higher risk areas such as walkways, playgrounds, higher use reserves, and power networks. Responsive to customer requests and cyclical maintenance.
Reserves can create a fire hazard for properties	Management of fire breaks to prevent this effect.
Hazardous chemicals used to keep bio hazards under control, can be harmful if mishandled	Staff training to identify and handle emergency events and safety standards strictly adhered to. Sodium hypochloride used which is safer alternative than traditional chemicals.
Accidents at aquatic facilities	Pools managed to Pool Safe certification standards. Wet floor signage for appropriate areas.
Isolation/location of public toilets leading to safety concerns	Ensure toilets are designed appropriately and located in areas that are easily visible and accessible. Use Crime Prevention Through Environmental Design (CPTED) principles.
Toilets can present a sanitary risk to the community	Included in Water & Sanitary services assessments (three yearly).
Toilets considered to have a negative aesthetic effect	Use of eco design, strategic locations, planting to minimise the impact, environmentally complementary plain colour.
Noise and disorderly behaviour issues from events at cemeteries and general use of cemeteries	Restricted opening hours.
Congregation of undesirable groups with the potential to vandalise equipment	Maintenance regimes in place to rectify any issues, installation of CCTV as appropriate. Use CPTED design principles.
Potential pollution of waterways from cemetery activities	Maintain an adequate separation distance between human remains and the highest seasonal ground water table. Maintain an adequate buffer zone around cemeteries, and plant with deep rooting trees.

# Funding impact statement – Sustainable communities

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	18,421	19,275	19,882
Targeted rates	597	600	630
Subsidies and grants for operating purposes	-	-	198
Fees and charges	1,590	1,633	1,376
Internal charges and overheads recovered	325	282	392
Local authorities fuel tax, fines, infringement fees, and other receipts	1,429	1,465	2,017
<b>Total operating funding</b>	<b>22,362</b>	<b>23,255</b>	<b>24,495</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	13,100	13,425	14,072
Finance costs	-	-	-
Internal charges and overheads applied	5,570	5,872	5,234
Other operating funding applications	588	595	616
<b>Total applications of operating funding</b>	<b>19,258</b>	<b>19,892</b>	<b>19,922</b>
<b>Surplus (deficit) of operating funding</b>	<b>3,104</b>	<b>3,363</b>	<b>4,573</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	876
Development and financial contributions	1,865	1,915	2,701
Increase (decrease) in debt	3,394	3,459	1,013
Gross proceeds from the sale of assets	-	-	2,262
Lump sum contributions	-	-	-
Other dedicated capital funding*	-	-	784
<b>Total sources of capital funding</b>	<b>5,259</b>	<b>5,374</b>	<b>7,636</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	892	3,988	1,199
- to improve the level of service	3,563	3,549	2,476
- to replace existing assets	1,661	2,761	1,732
Increase (decrease) in reserves	2,247	(1,561)	6,802
Increase (decrease) in investments	-	-	-
<b>Total applications of capital funding</b>	<b>8,363</b>	<b>8,737</b>	<b>12,209</b>
<b>Surplus (deficit) of capital funding</b>	<b>(3,104)</b>	<b>(3,363)</b>	<b>(4,573)</b>
<b>Funding balance for Sustainable communities</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Other dedicated capital funding for the Sustainable Communities group of activities represents capital income for the Rangiriri to Te Kauwhata walkway and for the Ngaruawahia golf course to Horotiu sections of the Te Awa cycleway.

**NOTE: Last year's statement -  
New data to come**

# SUSTAINABLE ENVIRONMENT

This group of activities includes animal control, building quality, strategic and district planning, solid waste and environmental health.

Our strategic focus is to develop and maintain an integrated approach to providing sustainable, attractive, affordable and safe options for living, in a way that's in tune with what ratepayers want. We need to provide more streamlined processes that cost less while still delivering required results for our community and Council.

## Animal control

The Animal Control Team provides animal control services through dog registration, complaint response, and impounding wandering stock and animals as required by the Dog Control Act 1996, Impounding of Stock Act 1955, and Council's Dog Control Policies and Bylaws. This is achieved through active enforcement of requirements and via the education of dog owners and the general public.

## Building quality

We protect the community by ensuring that buildings in our district comply with legislation, including the fencing of swimming pools. We process building consent applications and carry out construction inspections.

## Environmental health

We provide a range of services to ensure food outlets maintain high food safety standards, alcohol outlets operate to the conditions of their licences, and that noise and nuisance complaints, hazardous substances and contaminated sites are all managed.

## Strategic and district planning

Land use and growth management planning ensures the district can grow and develop in a sustainable manner and in accordance with the principles contained in the Resource Management Act (RMA) 1991.

## Solid waste

As set out in the Waste Minimisation and Management Plan (WMMP), Council has adopted an aspirational vision of 'Working towards zero waste for the Waikato district.'

The goals of the WMMP are summarised as:

- Working more closely with our communities in managing waste;
- Working more closely with the growing waste management industry in the district and the other councils around us;
- Improving our kerbside recycling collections;
- Considering ways to reduce the amount of rubbish we collect and how much it costs; and
- Improving transfer stations to recover and recycle more material than we do now.

## How we paid for it

### Operational Funding

PIE CHART TO COME

TBC%	General rates
TBC%	Fees and charges
TBC%	Local authorities fuel tax, fines, infringement fees and other receipts
TBC%	Targeted rates
TBC %	Internal charges recovered

### Capital Funding

PIE CHART TO COME

TBC%	Subsidies and grants for capital expenditure
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# Animal control

## What we did

Animal Control have been proactive in the community by organising and running events, including the popular ‘Dirty Dog’ event, which attracted nearly 300 dogs and their owners this year. This was a fantastic opportunity to engage positively with customers in an informal way, drawing much social media interest and positive comments.

Two ‘Pound Pups Pool Parties’ were also organised in Tuakau and Ngaruawahia. Owners were invited to swim with their dogs before the pools were closed for the winter. A new event planned for next year will be a “community day” involving microchipping, vaccinations and registrations.

Overall, our engagement with the community has been consistently strong with statistics supporting this proactive approach. The engage, educate and enforcement approach has also seen a reduction in the number of infringements issued and this can be linked to increasing customer satisfaction.

Review of the 2018 dog registration process, incorporating the new Enterprise Cash Receipting (ECR) system was undertaken involving seven council teams, and improvements have been made for the coming year. Increased clarity

around payment amounts and dates in particular has been well received. Customer feedback will be utilised to guide future improvements.

The percentage of aggressive dog behaviour complaints attended by staff within target was slightly down, but education visits were well above target with a focus on youth education including ‘Dogs in Libraries’ and school visits.

The growth for the Dogs in Libraries programme is continuing, where people are able to read to one of 6 fully trained and temperament tested dogs. The current programme is being translated into Te Reo so that we can deliver to it our Maaori speaking schools (kura kaupapa) in the coming terms.

The team continues to be trained and developed to a high standard, ensuring they are able to meet the increasing complexity of cases including leadership and succession development.

The passing of the Arms Amendment Act 2019 has prompted a review of our firearms policy. The review will be conducted by a working group of experienced firearms users within the Animal Control Team.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The percentage of aggressive dog behaviour complaints, where immediate risk to public safety is present, that has council personnel on site within 1 hour.	96%	95%	95%		Target met
The percentage of complaints regarding stray stock that have council personnel on site within 1 hour.	96%	95%	98.21%		Target met
The number of reported serious dog attacks on people in public places (where medical attention is required) that occur in our district does not exceed 10 per year.	-	10	15		This is the first year this KPI has been measured and the target may have been optimistic. There is work being done in education and enforcement and numbers will continue to be monitored.
Complete Engagement and Education visits throughout the district.	-	120	152		

## Potential significant negative effects

Potential negative effect	How we are addressing this
Injury to Animal Control Officers from attack by dog owners, dogs and livestock	Continue to provide ongoing training and ensure the correct and required personal protection equipment is provided.
Dog owners disgruntled by enforcement action taken against them	Professional and courteous enforcement.
Members of the public are at risk from dog attack	Ensure animal control services are maintained at a level to ensure stray dogs are impounded.
Dog control activity is predominantly paid for through registration of known dogs which may not target those that use the service	Implement cost recovery options where possible.

## Building quality

### What we did

#### Building consent systems

We have imbedded our new digital ‘back-of-house’ systems to improve efficiencies in handling consent applications. Around 80 per cent of our building consent customers now use the new paperless system and any paper-based applications are scanned into the system for consenting purposes. The customers using the digital system have said that it’s saving them time and money. The plan for the future is to augment the system with an online portal which will make lodging consents via the internet even easier.

#### Inspections

The use of portable tablets for building inspections has been a big step-change for the building industry and our staff. The use of the tablets and electronic check-sheets allows the document to be emailed directly to the customer, agent or contractor at the conclusion of the inspection. If the customer wishes we can also print out a copy of the check-sheet on site.

We have once again met our targets for swimming pool inspections as a result of new legislated authority. An increased capacity following the slowdown in new house building has helped us deliver this outcome without the need to employ a dedicated role. We also met our targets for auditing buildings with WOFs.

#### Accreditation

Staff who obtained their diploma-level qualifications by the end of the 2018 calendar year so that we continue to meet Building Consent Authority accreditation requirements. This has been a huge commitment in time and effort for those concerned. We also had our biannual assessment in February by International Accreditation New Zealand which we passed and were awarded continuation of our accreditation as a Building Consent Authority.

### Issues

#### Consents processing

Changes that have reduced pressure in the housing market mean building consent numbers have dropped slightly in the past year to 1,751 overall (1,751 last year) with consents for new dwellings falling to 566 across the district (from 566 last year). Nevertheless, the Waikato district remains one of the fastest-growing districts in the country measured by new dwelling consents, so the respite may be temporary.

Our new paperless system is bringing increased efficiencies and will continue to do so in the future, but at times – during its introduction and bedding-down phase – we were unable to maintain statutory timeframes for consents. We have put in place contingency plans for increasing staff levels as and when required.

#### Assessment of earthquake-prone buildings

New legislation came into effect in 2017 giving us five years to finish identifying potential earthquake-prone buildings in the district, and requiring affected owners to undertake an initial seismic assessment (ISA). In anticipation of the legislation we had already identified about 416 buildings in the central and southern parts of the district. We have now carried out 81 assessments in the north Waikato area, including Pokeno, Tuakau and Port Waikato, before reclassifying buildings already identified in line with the new legislation.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The percentage of existing buildings with building WOFs that are monitored and audited for compliance annually.	40%	33%	35%		Target met
The percentage of buildings that provide sleeping care or paid accommodation that are audited for compliance annually.	100%	100%	100%		Target met.
The percentage of swimming pools that are inspected for compliance annually.	35.5%	33%	64.65%		Target met
The percentage of building consent applications that are processed within 20 working days.	97.8%	100%	98.63%		Out of the 1,796 building consents we have received, 23 were not processed within the 20 working day timeframe.

## Potential significant negative effects

Potential negative effect	How we are addressing this
Legislation is requiring more Council input into plan review and building inspection, which increases costs	Council has to react to new legislation, but tries to limit the cost increase as much as possible.
Non-compliance requires Council to take offenders before the Courts	Prosecution of blatant offences against the Building Act is necessary to reinforce compliance, maintain equity for those who obtain consents and fulfil statutory duty.
The time to process applications might be regarded as a delay to construction	This is mitigated through the simplification of the consent process.
Leaky homes are identified	More thorough vetting of the drawings, inspections by better trained and highly skilled inspectors, will assist in reducing the incidence of leaky homes.

# Environmental health

## What we did

The Food Act 2014 came into force on 1 March 2019 with the transition timeline for existing food operators ending on 28 February 2019. All existing operators were successfully moved to the new food regime and are now registered under the Food Act 2014.

The Act allows food businesses to operate a risk-based measure to manage food safety in a way that suits their business, based on the level of food safety risk involved. This risk-based measure must be verified by an approved verifier.

Council environmental health service delivery processes were comprehensively audited by JASANZ (Joint Accreditation System of Australia and New Zealand) in late 2018 and Council are now approved as a recognised agency by the Ministry for Primary Industries (MPI) to provide verification services within the district. Currently two Environmental Health Officers are also individually approved by JASANZ and MPI to carry out verification of food businesses.

Recognition of the three newly recruited team members as verifiers will be progressed in line with their experience and development over the next year.

Staff are continuing to provide guidance and mentoring sessions for new and existing food businesses in order to help with registration and verification of their food business.

Several bylaws have been reviewed this year, and in collaboration with the strategic team, proposals have been made to Council for review or change as appropriate.

Processing alcohol applications under Sale and Supply of Alcohol Act 2012 to meet statutory deadlines and appearance at District Licencing Committee hearings required more co-ordination this year by existing staff while recruitment was being progressed.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The percentage of registered food premises that are inspected/audited annually.	100%	100%	78%		This KPI is for food premises verified under the new Food Act. Verification is staggered and carried out over 18 months or more. This means that while we are compliant with legislated requirements, 100% of premises won't be verified in one financial year.
The percentage of medium risk or higher fee category licensed premises that are inspected annually.	100%	100%	100%		Target met.
Percentage of excessive noise complaints responded to within agreed timeframes.	83.6%	85%	72.77%		This is a contracted service and work is being done through monthly meetings with the contactor to increase their performance to meet KPI's in future years. There have been a number of changes in their organisation which should mean better contract compliance in the future.
The percentage of hazardous land use information (HAIL) reports that will be completed within 10 working days	-	90%	98.40%		
Percentage of environmental health complaints where the customer has been contacted within 3 working days	91.6%	90%	57%		Throughout the year the team has experienced turnover of staff which has reduced capacity to meet service level targets. The team will be up to full capacity and capability by July 2019 which will enable the team to meet targets for the 2019/20 year.

*There are no potential significant negative effects associated with this activity.*

# Strategic and district planning

## What we did

### Giving effect to Council's Vision

Over the past year we focussed our planning efforts to give effect to our vision of creating 'liveable, thriving and connected communities'.

We have partnered with Central Government, iwi and local councils (Auckland Council, Hamilton City Council, Waipa District Council and Waikato Regional Council) in developing a preferred spatial approach for the Hamilton to Auckland Corridor. The Central Government political lead for this programme is the Minister for Housing, Urban Development and Transport.

The spatial intent for the Corridor also recognises and aims to support the district-wide planning that has been done by Council through our District Blueprint and Local Area Blueprints.

We notified our Proposed District Plan in July 2018 and invited the public to make submissions on its objectives, policies and rules. The Proposed District Plan provides updated guidelines for development of our communities including rules for protecting the district's environment and heritage. We received close to 1,000 submissions which have since been summarised and sent out for further submissions.

### Sub-regional and regional

#### Hamilton to Auckland Corridor Plan

In May 2019, Council endorsed the Hamilton to Auckland Corridor Plan's Draft Shared Statement of Spatial Intent after almost a year in preparation. This document:

- Outlines the shared objectives;
- Sets out key opportunities, challenges and constraints and solutions; and
- Contains maps and supporting statements that set out the preferred spatial approach.

The document provides a 100 year view for future urban growth and development along the corridor from Papakura to Cambridge/Te Awamutu together with a draft programme of twenty key transformative projects. Further detail on the shared spatial intent will emerge through the development of the Hamilton-Waikato Metropolitan Spatial Plan (which includes a mass transit plan) as well through two of the other initiatives currently underway within the Waikato district, the Pokeno and surrounds spatial plan, and the Huntly and surrounds spatial plan.

We worked with our partners (Waikato Regional Council, Hamilton City Council, Auckland Council, Auckland Transport, New Zealand Transport Agency and KiwiRail) in developing the Hamilton to Auckland Transport Connections Strategic Business Case. This set the strategic context for the development of a Single Stage Business Case for the start-up passenger rail service between Auckland and Hamilton.

The sub-regional three waters study is investigating how best to service growth and development within the Waikato/Waipā/Hamilton sub-region using a best-for-communities and best-for-river approach.

Work has also started on the preparation of a strategic business case for rapid rail between Hamilton and Auckland.

#### Future Proof

We took the lead in designing the institutional structure for an expanded Future Proof partnership to provide governance ownership and oversight of the Hamilton to Auckland Corridor Plan.

Our Council approved evolving the current Future Proof partnership arrangements to bring in the Hamilton to Auckland Corridor work as a significant workstream of Future Proof. It has also endorsed expanding the structure and membership of Future Proof to include Central Government, Auckland Council, the Papakura Local Board, the Franklin Local Board and relevant iwi from northern Waikato/southern Auckland to join the Future Proof partnership as associate members.

Phase 2 of the review of Future Proof has begun and will finish in early 2020 once the Hamilton to Auckland Corridor Plan is further advanced. The Future Proof Strategy incorporates the Future Development Strategy, a requirement under the National Policy Statement on Urban Development Capacity 2016 (NPS-UDC). Together with our Future Proof partners we also produced a monitoring report for the Future Proof sub-region prepared in support of the NPS-UDC.

#### Waikato Plan

The Waikato Plan is the vehicle for the Waikato region to collaborate on regional issues, to advocate to Central Government for the Waikato region, and to harness the resources and opportunities of the Waikato as a collective to go further and achieve more together.

We have worked with our partners in progressing the following key actions identified by the Waikato Plan Leadership Joint Committee over the past year:

- The development of a regional housing stock profile
- Developing a project that looks at youth and employment
- Understanding better mental health across the region

## District wide

### Blueprints

We co-developed the Waikato Blueprint with our communities through a series of intensive consultation and inquiry-by-design workshops between July and November 2018.

The aim of the Blueprint is to provide a high-level 'spatial picture' of how the district could progress over the next 30 years, addressing the community's social, economic and environmental needs.

The Blueprint will provide Council with an effective and legible tool to move from vision to strategy, and from strategy to action by setting out specific, prioritised initiatives at the district and local level. The District Blueprint identifies nine themes and related initiatives which will further help in giving effect to Council's vision. In addition to the nine district-wide themes and related initiatives, 15 Local Area Blueprints have been developed.

### Proposed Waikato District Plan

Finalising the Draft District Plan - Stage 1 was the main focus of the Resource Management policy planning team during the first half of 2018. Stage 1 of the Proposed District Plan was publically notified in July 2018 with an extended submission period of three months. The submission period was supported by a series of public drop in sessions across the district to give the public an opportunity to talk about it with our planning team. There was also an independent planner at the drop in sessions to assist people with preparing their submissions.

Over 900 submissions were received which resulted in over 9,000 individual submission points. Further submissions were called for in April 2019. This has been supported by an online tool which shows the location of submissions that can be shown spatially. Hearings are to start in September 2019.

Stage 2 of the District Plan Review covers the natural hazards and climate change topics and is still under review. Land subject to coastal inundation, coastal erosion and flooding from the Waikato and Waipa rivers is being identified through a coastal hazards assessment that focusses mainly on Raglan and Port Waikato urban areas and flood modelling. The flood modelling and coastal hazard assessment both incorporate the effects of climate change over a 100 year period. The team has also held public and iwi consultation sessions in Raglan and Port Waikato to collect information in relation to areas that is currently at risk of coastal erosion and inundation.

Stage 2 is currently on track to release a draft for consultation in September 2019, which will allow for public feedback on identified hazard areas as well as feedback on the draft rules for development in these areas. Public notification of Stage 2 is currently scheduled for early 2020.

## Consents

The consent team handled 1,046 resource consent and related applications this financial year.

While this is down 16% from last year, the number of lots consented from subdivisions is high at 1,184.

There were 3,774 enquiries handled by our Duty Planners which is down slightly by 5%.

The number of LIMs processed were also down slightly by 5% at 1,289, but the number of property enquiries processed was the same as last year at 1,917.

The team worked with eight other Waikato based councils to produce common resource consent application forms and letters.

These were launched March 2019 as part of the Aligned Planning Project. The team is now resourced and able to provide Duty Planner service direct from our Tuakau Office once a week, providing a local service to our northern customers.

## Highlights

- Development and endorsement of the Hamilton to Auckland Corridor Plan's Draft Shared Statement of Spatial Intent;
- Leadership role played by Waikato District Council within the Future Proof partnership leading to the creation of an expanded Future Proof governing structure to support the Hamilton to Auckland Corridor Plan;
- Development of a District Blueprint and 15 Local Area Blueprints with our communities;
- Hamilton to Auckland Transport Connections Strategic Business Case;
- Hamilton to Auckland Start Up Passenger Rail Single Stage Business Case;
- Public notification of the Proposed Waikato District Plan – Stage 1;
- Summary of submissions published for the Proposed Waikato District Plan – Stage 1;
- Development of an online GIS tool to assist with further submissions;
- This was the first full year of processing Permitted Boundary Applications, a new type of application introduced under the 2017 amendments to the Resource Management Act. We processed 153 of these (18% of our work) which provided a quick cost effective service for customers (consents are issued within 10 days with a small set fee).

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## How we did

Performance measures	2017/18 result	2018/19 targets	2018/19 results	Rating	Explanation
The percentage of resource consent applications which are processed within statutory timeframes.	99.6%	100%	98.85		We had 871 resource consents issued. Of these, 10 were not issued within statutory timeframes (9 had delays at lodgement and 1 had a delay with a technical report).
The percentage of current land use consents that are older than two years which have been monitored in the past two years.	80%	80%	89%		Target met.
The number of parking patrols that are carried out in communities that have parking controls under the bylaw.	-	150	152		Target met.

## What this tells us

This past year has seen a lot of the planning effort being focussed on giving effect to Council's vision. We are also in the process of developing a Planning Roadmap which will further augment this focus over the coming year.

The Proposed Waikato District Plan is on track to commence Stage 1 hearings in September 2019 and Stage 2 notification in early 2020.

While the overall number of resource consents and related applications handled by the Consent team is down slightly this year (1,046), over the last four years numbers have continued to be elevated (average of 1,104) compared to 5 years ago (only 746) which is a sustained increase of 32% compared to 5 years ago (2014/15yr).

## Potential significant negative effects

Potential negative effect	How we are addressing this
Planning may increase development costs, through compliance costs, development levies or financial contributions	Benefits flow back to developers from improved environmental quality, and provision and co-ordination of services such as infrastructure, and any net negative effect is not significant.
Non-compliance with statutory requirements for the issuing of resource consents may cause delays	Improvement of systems is ongoing to ensure continual improvement in services.
Inadequate or harsh monitoring of District Plan requirements may discourage development, affecting the economy in the district	Apply a reasonable, concise, consistent monitoring process.

# Solid Waste

## What we did

Based on a waste assessment conducted between August 2017 and February 2018, it was determined the Waikato district generates about 52,000 tonnes of waste (excluding farm waste) to landfill each year – an average of 750kgs per person every year – and diverts about 71,000 tonnes of material through reuse, recycling and composting. This assessment informed the Waste Management & Minimisation Plan (WMMP) 2018-2024. The WMMP sets out goals, objectives and targets to guide us towards waste avoidance, reduction and recovery.

The foodwaste service in Raglan continued as a fully funded trial during the year. Public consultation was completed over March and April 2019 to assess community support for a targeted rate to be implemented to continue the service. While there was general support from the community, only 40% were prepared to pay a targeted rate. Council supported the Raglan community and no targeted rate was set. Xtreme Zero Waste, with Council support, has elected to continue the service utilising external sources of funding.

Additionally, the Para Kore programme has been busy. Central Kids Huntly Kindergarten are keen composters with their new Hungry Bin worm farm and the kindy's landfill volumes has reduced by half since the beginning of the year. Council also continue support the Enviroschools programme with the aim of fostering a generation of people who instinctively think and act sustainably. The programme supports children and young people to plan, design and implement sustainability actions that are important to them and their communities. There are 18 Enviroschools in this district.

Whatawhata students have been very engaged and have created an edible entranceway to the nature trail, 'Kuhunga'. Kuhunga was officially opened with representatives from the local community and Council partners in attendance. The school front gardens were developed to provide local produce for the school lunches.

Tamahere School engaged in social and economic sustainability with the 'Change for Change' programme – in which classes picked a charity or organisation and identified ways to support them by holding a market day to raise funds and awareness of various charities. This included a school production of 'The Mauri of Pirongia' which raised awareness of the mountain and \$1,300 was donated to Pirongia Restoration Society. Furthermore, they have sold their garden produce to the community and Punnet (local cafe).

Tuakau School during Term 3 focused on a Te Awa inquiry which raised children's awareness of how their actions affect the health of the river and the fish in the river. Horsham Downs and Horotiu are connecting with Council through the 'Water Day' and planting along the river.

Waipa District, Waikato Regional, Hamilton City and Waikato District Council's Waste Minimisation teams (known as the SWAG) continue to work together to find synergy to deliver waste minimisation across the three districts. Some of this year's work has included contributing to Nourish magazine, developing a workplace waste guide and working with businesses to reduce waste.

An inorganic collection was not rated or provided for in the 2018/19 financial year but planning for future events is underway.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The percentage of schools in the district that receive solid waste education.	77.6%	55%	63.30%		Target met
The percentage of kerbside collection complaints that are resolved within agreed timeframes.	89.3%	97%	88.80%		Five days is the agreed timeframe for customer response. Some complaints required site visits and interaction with contractors and customers resulting in longer resolution times.
The % of time a contractor was engaged within 5 days from receiving the service request to remove rubbish to resolution.	-	95%	92%		A total of 743 service requests for 2018/2019 reporting period were received – 56 of which were received outside of the 5 day limit.

## Potential significant negative effects

Potential negative effect	How we are addressing this
Increase in the amount of refuse to be disposed as population increases over time	Council acts as the advocate for waste reduction through the adoption of the Waste Minimisation & Management Plan. Council also supports education initiatives and provides education material for its customers.
Environmental impacts caused by the discharge of contaminants to land and water from closed landfills	Compliance with resource consent conditions that stipulate the frequency and parameters to be monitored.
Ease of disposal, through convenient waste management services, encourages increased quantities of material to be sent to waste by customers.	Education and programmes to build awareness and foster ownership of waste minimisation within the community.
Potential impacts on customer satisfaction due to service failure /delays /responsiveness	Monitor and report on Levels of Service and in service provider contracts. Seek to resolve customer complaints to 'close the loop'.
Health and safety risks associated with the operation, maintenance, or construction of solid waste infrastructure	Ensure compliance with legislation and health & safety management plans. Maintain an incidents register.
Under-provision of recycling facilities fails to promote a positive shift in the community's attitude to waste	Each main urban community in our district has green waste and/or recycling facilities.
Waste entering the water bodies affect the mauri of the environment	Each main urban community in our district has green waste and/or recycling facilities.

# Funding impact statement – Sustainable environment

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	6,773	7,191	6,890
Targeted rates	2,459	2,572	2,786
Subsidies and grants for operating purposes	-	-	-
Fees and charges	6,085	6,350	6,582
Internal charges and overheads recovered	668	677	644
Local authorities fuel tax, fines, infringement fees, and other receipts	2,913	2,986	4,077
<b>Total operating funding</b>	<b>18,898</b>	<b>19,776</b>	<b>20,979</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	13,760	14,019	16,815
Finance costs	-	-	-
Internal charges and overheads applied	5,547	5,742	5,111
Other operating funding applications	7	8	218
<b>Total applications of operating funding</b>	<b>19,314</b>	<b>19,769</b>	<b>22,144</b>
<b>Surplus (deficit) of operating funding</b>	<b>(416)</b>	<b>7</b>	<b>(1,165)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	100
Development and financial contributions	-	-	-
Increase (decrease) in debt	154	-	-
Gross proceeds from the sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding*	-	-	-
<b>Total sources of capital funding</b>	<b>154</b>	<b>-</b>	<b>100</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	461	16	136
- to replace existing assets	349	5	2
Increase (decrease) in reserves	(1,072)	(14)	(1,203)
Increase (decrease) in investments	-	-	-
<b>Total applications of capital funding</b>	<b>(262)</b>	<b>7</b>	<b>(1,065)</b>
<b>Surplus (deficit) of capital funding</b>	<b>416</b>	<b>(7)</b>	<b>1,165</b>
<b>Funding balance for Sustainable environment</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NOTE: Last year's statement -  
New data to come**

# ROADING

## What we did

The roading activity is delivered by the Waikato District Alliance, a partnership between Council and Downer NZ established four years ago. The contract brings together the resources of the two parties under a collaborative structure which is focussed on delivery of a best for network solution. The roading network is benefitting from this innovative delivery model with many of our performance measures being exceeded.

## Planning for growth

Developments in strategic locations are creating increased traffic flow and network configuration changes across the network. New residential subdivisions are helping support the growth associated with construction of the Waikato Expressway.

We continue to create new infrastructure in Pokeno, Te Kauwhata and Tuakau and we are working with developers to support initiatives in roading and bridgework for the Rangitahi Peninsula development in Raglan.

Appointment of Downers NZ as the contractor for the proposed new Mangawara Stream Bridge at Taupiri has resulted in a construction programme which will commence in the new financial year.

## Waikato Expressway

The Waikato Expressway projects are nearing completion and will bring long term benefits to the district. We managed the effects of construction traffic on local roads through discussion and agreements with the New Zealand Transport Agency (NZTA) and its contractors. We monitored the impact of increased truck movements on the condition of our roads to adjust maintenance regimes and safety measures as required.

Once the Expressway is complete, almost 90kms of old State Highway and 5kms of new local roads will have been added to the local road network. Maintenance for these roads was factored into our Long Term Plan 2018-28 budgets and we continued discussions with NZTA on how to mitigate the impact of this change on our communities.

## Network Safety

NZTA introduced a new framework for assessing speed limits in 2017/18. We used the new guidelines to assess and make changes to speed limits and have completed two years of a three year programme. We are part of a team that has developed a regional approach to speed management so there is consistency across the region. Our work on the Speed Bylaw has assisted other councils embarking on their own changes.

In June 2019 the Ministry of Transport announced a change to the Road Safety Strategy. Moving from "Safe Systems" to "Vision Zero", we will be undertaking feedback and assessing the implications on our future programmes in the coming months.

## Supporting Freight Movement

We have adopted a cautious approach to increases in the allowable maximum weights for heavy vehicles, and – except for the Tainui Bridge at Huntly – we have been guided by structural analysis in deciding not to open our Waikato River bridges to heavier vehicles. We are working with industry in developing our plan for implementation across the network.

We have used delineation (no passing lines and wide edge lines) to trial effects on reducing speed on high risk rural roads. An unobtrusive permanent radar unit has monitored the incremental changes. This trial has resulted in a 5-8km/h reduction in speed without having to make speed limit changes.

## Road safety and education

We have completed more than \$2m of safety improvements in our Low Cost Low Risk programme, \$1.7m of which has attracted Enhanced NZTA FAR subsidy of 76% (TEFAR), saving Council more than \$2.5m over the current Long Term Plan.

We continue to work with the New Zealand Police, NZTA and other agencies to deliver a road safety education programme covering issues such as driver fatigue, driving to the conditions, and drink driving. We ran skills training days, workshops, roadside education stops and advertising campaigns. We worked with community volunteers to mentor young learner drivers and ran 'young driver training days' focussing on driving skills and vehicle maintenance for young drivers about to sit their restricted or full licence.

## Alternative transport modes

With the successful delivery of the Perry Bridge and associated cycleway last year, Council has continued to focus on the next stage of the Te Awa cycleway project from Cambridge to Hamilton for the 2018/19 financial year jointly with Hamilton City and Waipa District Council. The bulk of work has been in the planning, design and property negotiation area which will allow delivery to commence in 2019/20. In addition, Council has also been planning the design and delivery of the Mangawara Stream Bridge which is a single lane structure with associated shared path linking the Taupiri community to the urupa in the North. 4.62 kilometres of new footpath has been constructed, providing improved linkages and enhancing pedestrian safety across our communities.

## Road surfacing and strengthening

We have re-surfaced 125.5 kilometres of sealed roads, completed 9.8 kilometres of pavement rehabilitation and graded approximately 1,400 kilometres of unsealed roads.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The change from the previous financial year in the number of fatal and serious injury crashes on the local road network.	+1	-1	-5		Target met.
The average quality of ride on a sealed local road network, measured by smooth travel exposure.	97%	91%	97%		Target met.
The percentage of footpaths that fall within the level of service or service standard for the condition of footpaths that is set out in the LTP.	-	-	-		Footpath rating was not included as part of Council's agreement with its contractor for this financial year. Rating will be carried out in the first quarter of the 2019/20 year.
The percentage of the sealed local road network that is resurfaced.	6.9%	6%	7%		Target met.
The percentage of customer service requests relating to roads to which we respond within the timeframes specified.	97.2%	80%	97.24%		Waikato District Alliance continue to exceed customer service request targets due to a strong focus on customer service request responses and timeframes.
The percentage of customer service requests relating to footpaths responded to within the timeframes specified.	94.9%	80%	95.51%		Waikato District Alliance resourcing has allowed greater focus on customer service requests than anticipated when the target was set.

## What this tells us

We surpassed our targets for the quality of the roading and footpath network and for our responsiveness to customers' maintenance requests. We made good progress on planning for new developments, but changes are required

to accommodate new proposals and these need to be coordinated with requirements for water, power, and telco infrastructure as well as our renewal projects.

## Potential significant negative effects

Potential negative effect	How we are addressing this
Road and environmental factors can contribute to crashes, particularly those that involve loss of control	NZTA monitors and records through the Crash Analysis System (CAS) the percentage of accidents caused by loss of control. Undertake crash reduction studies (CRS). Maximise funding for minor safety works.
Increased traffic congestion on existing transport network	Roading contributions imposed under consent conditions contribute to road upgrading.
The particular needs of cyclists and pedestrians and their conflicts with other forms of traffic	Implement the recommendations of the Walking and Cycling Strategy.
Speed restrictions imposed on inappropriate locations causing speed limits to be ignored	Speed limit surveys carried out and resulting recommendation in accordance with Speed Limit NZ and Transport Agency rules.

Potential negative effect	How we are addressing this
If effect is not given to the Livestock Movement Bylaw 2011 then existing crossings will remain with resulting traffic hazards and public nuisance	Monitor to ensure the appropriate and safe crossing of cattle as per bylaw.
Economically, the cost of desired infrastructure improvements may exceed the community's ability to pay	Consult with the community on all costs and options for levels of service through the Long Term Plan process.
The quality of surface runoff from roads that discharges into adjacent coastal or other waters	Compliance with resource consents and Council's engineering standards and guidelines. Environmental controls.
Dust nuisance	Track and record complaints and comply with resource consent conditions during construction activities.
Danger to people and property and high social cost from crashes	Continuing the programme of road safety improvements
Main roads can divide communities	Continuing to advocate for by-passes around urban centres
Potential for negative impacts from traffic noise and vibration to properties adjoining roads	High use roads are usually surfaced with asphalt to improve useful life and level of service. Traffic calming will avoid use of speed humps. Specific issues will be investigated and mitigation measures undertaken as appropriate.
Potential for air pollution from traffic fumes to affect health	Continuing to advocate for by-passes around urban centres
Heavy traffic volumes can lead to loss of amenity in urban areas	Continuing to advocate for by-passes around urban centres
Provides easier access to sites that are culturally sensitive	Continuing to better identify sites of cultural significance
Potential for road construction to disturb sites of cultural significance, including waahi tapu	Continuing to invest in good relationships with tangata whenua

## How we paid for it

### Operational funding

#### PIE CHART TO COME

TBC%	General rates
TBC %	Subsidies for operating purposes
TBC %	Local authorities fuel tax, fines, infringement fees and other receipts
TBC %	Internal charges recovered
TBC %	Fees and charges

### Capital funding

#### PIE CHART TO COME

TBC %	Subsidies and grants for capital expenditure
TBC %	Development and financial contributions
TBC %	Increase in debt
TBC %	Other dedicated capital funding

# Funding impact statement – Roothing

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	19,195	19,534	20,078
Targeted rates	-	-	-
Subsidies and grants for operating purposes	8,429	8,380	7,335
Fees and charges	145	145	166
Internal charges and overheads recovered	4,514	4,736	1,545
Local authorities fuel tax, fines, infringement fees, and other receipts	441	458	2,140
<b>Total operating funding</b>	<b>32,724</b>	<b>33,253</b>	<b>31,264</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	18,242	18,461	17,431
Finance costs	-	-	-
Internal charges and overheads applied	6,283	6,489	3,945
Other operating funding applications	-	-	-
<b>Total applications of operating funding</b>	<b>24,525</b>	<b>24,950</b>	<b>21,376</b>
<b>Surplus (deficit) of operating funding</b>	<b>8,199</b>	<b>8,303</b>	<b>9,888</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	9,494	9,091	9,993
Development and financial contributions	1,715	1,771	3,424
Increase (decrease) in debt	2,126	2,340	1,086
Gross proceeds from the sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding*	-	-	113
<b>Total sources of capital funding</b>	<b>13,335</b>	<b>13,202</b>	<b>14,616</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	4,645	3,206	3,468
- to improve the level of service	2,343	2,560	1,282
- to replace existing assets	17,240	16,930	17,788
Increase (decrease) in reserves	(2,694)	(1,191)	1,966
Increase (decrease) in investments	-	-	-
<b>Total applications of capital funding</b>	<b>21,534</b>	<b>21,505</b>	<b>24,504</b>
<b>Surplus (deficit) of capital funding</b>	<b>(8,199)</b>	<b>(8,303)</b>	<b>(9,888)</b>
<b>Funding balance for Roothing</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Other dedicated capital funding for the Roothing group of activities represents capital income for motorcycle safety upgrades.

**NOTE: Last year's statement -  
New data to come**

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# STORMWATER

## What we did

We completed a schedule of minor upgrades across the district, installed new pipes to increase stormwater capacity where required and completed the planning and investigations required for the district's Long Term Plan 2018-28.

We have used CCTV to survey 10.5 kilometres of our critical stormwater pipe. These surveys will be assessed and where condition of the pipes is sub-standard they will be rehabilitated or renewed in our storm water renewal programme.

We have completed a modelling study which identified overland flow paths for 1% Annual Exceedance Probability(AEP) rain event through much of the district; this will assist Council in identifying roads and properties which are flood prone.

### North Waikato

We oversaw development-led extensions of the stormwater

network, stormwater treatment ponds and riparian planting beside streams in Pokeno to ensure that stormwater management keeps up with growth in the area. The Pokeno stormwater model has been updated to give more confidence in flood prone locations and to understand the impacts of urban development and climate change.

We also continued work on a stormwater catchment management plan for the Tuakau area.

### Raglan

We continued work to upgrade the Raglan stormwater network to mitigate flooding issues and to improve catchment management.

### Mid Waikato

We commenced work on developing a stormwater catchment management plan for Te Kauwhata, early stages have included significant amounts of asset data capture.

## How we did

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The number of flooding events that occurs in the district.	0	5	0		Target met.
For each flooding event, the number of habitable floors affected (expressed per 1,000 properties connected to the stormwater system).	0	0.30	0		Target met.
The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site.	0	0.3	0		Target met.
The number of complaints received by Council about the performance of its stormwater system, expressed per 1,000 properties connected to the stormwater system.	0.47 per 1,000 properties per quarter	6	2.03		Target met.
Council's level of compliance with resource consents for discharge from its stormwater system, measured by the number of the following notices, orders or convictions received in relation to those consents: <ul style="list-style-type: none"> <li>- Abatement notices</li> <li>- Infringement notices</li> <li>- Enforcement orders</li> <li>- Convictions</li> </ul>	0				Target met.

STATEMENT OF SERVICE PROVISION

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## Potential significant negative effects

Potential negative effect	How we are addressing this
Discharges to land and waterways not complying with resource consents	Improve processes (may be capital related) and continue to monitor discharges.
Discharge of contaminants to waterways and streams impacting on public health and the environment (includes but not limited to wastewater overflows and stormwater runoff containing sediments, oils, greases and heavy metals)	Implement improvements (capital related) and ensure compliance with Council's Development Manual Guidelines for new developments.
Erosion of streams and river beds	Implement Development Manual Guidelines.
Chemical spills affecting waterways	Establish procedures and emergency response plans with Waikato Regional Council.
Health and safety risks associated with the operation, maintenance, or construction of stormwater infrastructure	Ensure compliance with legislation and health and safety management plans. Maintain an incidents register.
Potential impacts on customer satisfaction due to service failure/delays/responsiveness	Monitor customer requests for service and report on Levels of Service. Ensure customer complaints are resolved.
Disruption during the implementation of works	Works will be implemented under resource consent or contract conditions dictating how the service will be maintained (case by case basis).
Individuals can affect the stormwater network and neighbouring properties by altering natural flow paths	Monitor new developments to ensure natural flow paths are maintained.
Flooding can affect public health and safety	Continue to advise land owners of potential flood-prone areas.
Stormwater can cause public health issues through bacterial contamination of beaches	Establish procedures and emergency response plans with Waikato Regional Council.
Contamination of the receiving environment is unacceptable to tangata whenua	Continuing to better identify sites of cultural significance.

## How we paid for it

### Operational funding

#### PIE GRAPH TO COME

TBC %	Targeted rates
TBC %	Internal charges recovered
TBC %	General rates

### Capital funding

#### PIE GRAPH TO COME

TBC %	Development and financial contributions
TBC %	Increase in debt

# Funding impact statement – Stormwater

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	63	65	87
Targeted rates	1,651	1,695	1,795
Subsidies and grants for operating purposes	-	-	-
Fees and charges	-	-	-
Internal charges and overheads recovered	264	290	299
Local authorities fuel tax, fines, infringement fees, and other receipts	-	-	1
<b>Total operating funding</b>	<b>1,978</b>	<b>2,050</b>	<b>2,182</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	705	803	617
Finance costs	-	-	-
Internal charges and overheads applied	556	607	417
Other operating funding applications	4	4	16
<b>Total applications of operating funding</b>	<b>1,265</b>	<b>1,414</b>	<b>1,050</b>
<b>Surplus (deficit) of operating funding</b>	<b>713</b>	<b>636</b>	<b>1,132</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	955	984	902
Increase (decrease) in debt	942	706	701
Gross proceeds from the sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding</b>	<b>1,897</b>	<b>1,690</b>	<b>1,603</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	787	1,325	501
- to improve the level of service	952	706	733
- to replace existing assets	72	74	94
Increase (decrease) in reserves	799	221	1,407
Increase (decrease) in investments	-	-	-
<b>Total applications of capital funding</b>	<b>2,610</b>	<b>2,326</b>	<b>2,735</b>
<b>Surplus (deficit) of capital funding</b>	<b>(713)</b>	<b>(636)</b>	<b>(1,132)</b>
<b>Funding balance for Stormwater</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NOTE: Last year's statement -  
New data to come**

# WASTEWATER

## What we did

In line with our Annual Plan 2017/18, we completed a major programme of work which invested and upgraded our wastewater systems around the district.

Consultation, and the decisions arising from it, was prompted by an independent report we commissioned in August 2016 after spills closed Raglan Harbour three times that year, resulting in a formal warning from the Waikato Regional Council. The report outlined network weaknesses that contributed to wastewater overflows district-wide and recommended a series of steps to fast-track improvements. These improvements have continued this year with five pumped mains being replaced in 2018/19. A further two pumped mains will be investigated for replacement in the coming year. Nearly all Raglan gravity sewers have now been CCTV surveyed and defective sewers will be included in Council's wastewater renewal programme.

To deliver on the LTP 2018-28 we have invested major time commitments to progressing discussions with Watercare, which are now nearing completion. We expect to save at least \$28.3 million in the next decade by negotiating a contract with Watercare Services Ltd to manage our three waters services under the guidance of a professional Council-appointed Waters Governance Board that includes Waikato-Tainui representation.

### District-wide renewal programme

In 2018/2019 we continued to mitigate the risk of wastewater overflows with a particular focus on protecting waterways and environmentally sensitive areas. We:

- Cleaned 13.27 kilometres of wastewater pipes in Raglan and Huntly and inspected them via Closed Circuit Television (CCTV) cameras, including smoke testing in some areas as part of the third phase of our ongoing wastewater pipeline inspection and cleaning project;
- Started an inflow and infiltration reduction programme in Meremere to lower the high wet weather flows in the township;
- Replaced 1.1 kilometre of failing asbestos cement gravity sewer located in Waikato Esplanade, Ngaruawahia;
- Identified and replaced a number of pump units in wastewater pump stations ;
- Established a programme of priority renewals and replacements for the district's 2018-28 Long Term Plan;

### Development-led works

We completed studies on servicing growth and wet industries in the Pokeno / Tuakau area and Horotiu Industrial zone. These studies have resulted in a programme of works to upgrade the wastewater network to cater for this growth.

In 2017/2018 we completed a business case for infrastructure work in Te Kauwhata, including wastewater, to secure \$38 million from the Government's Housing Infrastructure Fund. A further study to look at potential sites for the new wastewater treatment plant (WWTP) has been done. Watercare Service Ltd have also provided assistance in advising on short term upgrades at the existing WWTP to improve plant compliance and provide capacity for residential growth in Te Kauwhata until the new plant is constructed and commissioned.

### Treatment plant upgrades

We continued the maintenance and improvement programme for all our treatment plants in order to improve compliance.

We completed wetland rehabilitation at our Meremere and Te Kauwhata treatment plants and have also upgraded and replaced our primary screens at our Raglan and Te Kauwhata treatment plants.

We continue to improve the operation and performance of the Actiflow unit at our Ngaruawahia Wastewater Treatment Plant by automating the chemical dosing. This unit removes algae and suspended solids and improves the clarity of the treated effluent.

We have completed electrical works for the new septage processing unit at our Huntly treatment plant. The septage processing unit will be commissioned in 2019/2020.

We also completed designs for upgrading the tertiary filtration system at the Raglan treatment plant to improve compliance with consented discharge standards. We are currently in the process of applying for a renewal of the plant's discharge consent. We will not progress this until we understand what the changes to the consent conditions could be.

## How we did

Performance measures		2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The number of dry weather sewage overflows from Council's system expressed per 1000 sewage connections to that sewage system.		1.9 per 1000 connections	3	1.51		Target met.
Where Council attends to sewage overflows resulting from a blockage or other fault in its sewage system, the following median response times measured:	Attendance time: from the time that Council receives notification to the time that service personnel reach the site.	42 minutes	Less than or equal to 1 hour (60 minutes)	45 minutes		Target met.
	Resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	139 minutes	Less than or equal to 4 hours (240 minutes)	151 minutes		Target met.
The total number of complaints received by Council about any of the following (expressed per 1,000 connections to the sewage system):	Sewage odour	7.0 per 1,000 connections	Less than or equal to 25 per 1,000 connections	11.1 per 1,000 connections		Target met.
	Sewage system faults					
	Sewage system blockages					
	Council's response to issues with its sewage system					
Council's level of compliance with resource consents for discharge from its wastewater system, measured by the number of:	Abatement notices	0	Equal or less than 2	2		Target met.
	Infringement notices					
	Enforcement orders					
	Convictions	0				Target Met

## Potential significant negative effects

Potential negative effect	How we are addressing this
Discharges to land and waterways not complying with resource consents	Improve processes (may be capital related) and continue to monitor discharge.
Odour from manholes, pump stations and at treatment plants	Improve process and implement improvements (capital related)
Discharges from manholes	Investigate and take remedial measures.
Health and safety risks associated with the operation, maintenance, or construction of wastewater infrastructure	Ensure compliance with legislation and health and safety management plans. Maintain an incidents register.
Pump station overflows	Investigate causes and provide additional storage if required.
Chemical spills at treatment plants	Ensure procedures are in place for correct identification, storage and handling of chemicals. Ensure appropriate funded areas and storage facilities are in place.
The cost of providing, operating and maintaining the schemes is high due to energy requirements	When looking for solutions for small communities, consider alternatives to traditional public wastewater systems.
Unless properly maintained there can be problems with foul odour	We will continue to investigate alternatives for the sustainable disposal of sewage sludge
Creates an ongoing need for the disposal of sewage sludge	We will continue to encourage households to reduce the amount of wastewater they produce, for example through re-use of grey water for garden irrigation

## How we paid for it

### Operational funding

#### PIC GRAPH TO COME

TBC %	Targeted rates
TBC %	Fees and charges
TBC %	General rates
TBC %	Internal charges recovered

### Capital funding

#### PIC GRAPH TO COME

TBC %	Development and financial contributions
TBC %	Increase in debt

# Funding impact statement – Wastewater

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	204	208	362
Targeted rates	6,642	7,208	9,459
Subsidies and grants for operating purposes	-	-	-
Fees and charges	1,574	1,618	1,313
Internal charges and overheads recovered	60	67	97
Local authorities fuel tax, fines, infringement fees, and other receipts	279	297	5
<b>Total operating funding</b>	<b>8,759</b>	<b>9,398</b>	<b>11,236</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	3,072	2,745	3,913
Finance costs	-	-	-
Internal charges and overheads applied	3,713	3,864	2,634
Other operating funding applications	107	112	398
<b>Total applications of operating funding</b>	<b>6,892</b>	<b>6,721</b>	<b>6,945</b>
<b>Surplus (deficit) of operating funding</b>	<b>1,867</b>	<b>2,677</b>	<b>4,291</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	1,841	1,900	2,530
Increase (decrease) in debt	2,063	4,355	1,363
Gross proceeds from the sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding</b>	<b>3,904</b>	<b>6,255</b>	<b>3,893</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	564	369	962
- to improve the level of service	2,063	4,355	2,851
- to replace existing assets	2,288	2,345	1,294
Increase (decrease) in reserves	856	1,863	3,077
Increase (decrease) in investments	-	-	-
<b>Total applications of capital funding</b>	<b>5,771</b>	<b>8,932</b>	<b>8,184</b>
<b>Surplus (deficit) of capital funding</b>	<b>(1,867)</b>	<b>(2,677)</b>	<b>(4,291)</b>
<b>Funding balance for Wastewater</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NOTE: Last year's statement -  
New data to come**

# WATER SUPPLY

## What we did

We continued to address the need for a safe and adequate water supply for our district, with a particular focus on our fast-growing communities.

We identified a new means of managing all our waters services and began progressing this following consultation with our community on our Long Term Plan 2018-28.

We charted one year of water usage in the district after completing our district-wide water metering programme.

## Waters services management

We worked with other councils and agencies to investigate joint options for future management of all our waters services – water, wastewater and stormwater. The goal was to find the best means of providing fit-for-purpose infrastructure and services at an affordable price, while meeting challenges that were identified as including: significant capital investment requirements; anticipated tougher environmental, regulatory and public health standards following from the Havelock North drinking water inquiry; and market shortages of skilled staff.

The option chosen, through consultation on our Long Term Plan 2018-28, was to contract Watercare Services Ltd to provide the district's three waters services under the control of a professional Council-appointed Waters Governance Board. We have invested a significant amount of time over the last year in progressing contract discussions with Watercare that will allow us to meet our LTP 2018-28 commitments.

## Security of supply

We completed a \$6.6 million project to improve the security of the Waikato District's drinking water supply by installing four new reservoirs at Ngaruawahia, Hopuhopu, Huntly and Pokeno. The additional reservoirs have increased Council's drinking water storage capacity to 9.75 million litres, or, a minimum of 24 hours of water storage across the central area of the district and Pokeno.

The reservoirs have a manufacturer's certified material warranty of 20 years and a design life of 50 years.

## Safe water

We continued a staged programme to invest in separate teams and equipment for handling our drinking water supply and wastewater services in line with Ministry of Health best practice guidelines.

## Water quality

We continued to work hard to deal with episodic incidents of discoloured water in Huntly. We are managing this through a regular flushing programme until further research determines a better solution.

## Sustainability

To facilitate the sustainable supply and consumption of drinking water in our district, we completed a programme to meter all properties connected to our water infrastructure and switched all newly metered properties to water meter charging from the start of the financial year. This metering programme is designed to help residents understand their usage and to encourage conservation, as well as to assist us to track, locate and fix water loss from the system.

We have now charted a one-year of drinking water usage in our district at 240 litres per resident per year. These results tell us our network is in average condition compared with other councils in New Zealand.

## How we did

Performance measures		2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The extent to which Council's drinking water supply complies with:	Part 4 of the drinking water standards for zones (bacteria compliance criteria).	17	18	18		
	Part 4 of the drinking water standards (bacteria compliance criteria).	New	4 (no. of plants that comply out of 4)	4 (no. of plants that comply out of 4)		
	Part 5 of the drinking water standards (protozoal compliance criteria).	15	4	4		
Where Council attends a call-out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:	Attendance for urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site.	38 minutes	60 minutes	36 minutes		Target met.
	Resolution of urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption.	88 minutes	240 minutes	117 minutes		Target met.
Where Council attends a call out in response to a fault or unplanned interruption to its networked reticulation system, the following median response times measured:	Attendance for non-urgent call-outs: from the time that Council receives notification to the time that service personnel reach the site.	1	5 days	1 Day		Of 444 complaints made this year, 438 met the 5 day response timeframe.
	Resolution of non-urgent call-outs: from the time that Council receives notification to the time that service personnel confirm resolution of the fault or interruption.	1	5 days	1 Day		
The total number of complaints received by Council about any of the following (expressed per 1000 connections to the networked reticulation system):	Drinking water clarity	26 per 1,000 connections	25 per 1,000 connections	18.25 per 1,000 connections		Our flushing programme in Huntly appears to be helping in the number of complaints we are receiving from the Huntly area.
	Drinking water taste					
	Drinking water odour					
	Drinking water pressure or flow					
	Continuity of supply					
	The local authority's response to any of these issues					
The average consumption of drinking water per day per resident within the Waikato District.	240L per annum	270L per annum	240L per annum		Target met	

Performance measures	2017/18 result	2018/19 target	2018/19 result	Rating	Explanation
The percentage of real water loss from Council's networked reticulation system.	Tuakau	10%			
	Pokeno	44%			●
	Mid Waikato	31%			●
	Central Districts	27%			●
	Raglan	29%			●
	Huntly	22%			●
	Southern & Western Districts	14%			●
	Onewhero	17%			●
	Port Waikato	28%			●
	Te Akau	38%			●
	Taupiri / Hopuhopu	Not measured			●

*\*Our district-wide water metering programme should help us to track, locate and fix water loss from household and Council infrastructure and we expect to see improvements in our results each year going forward.*

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## Potential significant negative effects

Potential negative effect	How we are addressing this
Potential contamination of the raw water supply	Emergency response plans, operational procedures and monitoring of the raw water supply as per the Water Safety Plan (WSP) are all in place.
Discharges of backwash water from treatment plants and chlorinated water from maintenance activities or pipe failures	Compliance with resource consents, Council's engineering standards and guidelines and maintenance programme.
Effects on river ecology caused by river water extraction during low flows	Compliance with resource consents.
Depletion of aquifer resources	Compliance with resource consents.
Health and safety risks associated with the operation, maintenance, or construction of water supply infrastructure	Ensure compliance with legislation and health and safety management plans. Maintain an incidents register.
Insufficient water supplies during times of drought or emergency	Ensure water sources security and identify potential new sources and back up supplies as per WSP.
Drinking water not meeting Drinking Water Standard 2005	Continue to monitor water quality and improve process if necessary as per WSP. (May be capital related).
Inadequate pressure and flow to fight fires	Carry out modelling/pressure testing and implement remedial works.
Water abstraction from streams and rivers can have an adverse effect on the mauri of the water body	Continuing to better identify the cultural significance of water catchments through resource consent conditions
Insufficient water available during times of drought and emergencies	Implement conservation measures and prioritise use for public health requirements

## How we paid for it

### Operational funding

#### PIE GRAPH TO COME

TBC %	Targeted rates
TBC %	General rates
TBC %	Internal charges recovered
TBC %	Fees and charges

### Capital funding

#### PIE GRAPH TO COME

TBC %	Development and financial contributions
TBC %	Increase in debt
TBC %	Other dedicated capital funding

# Funding impact statement – Water supply

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	186	198	375
Targeted rates	10,129	10,957	8,375
Subsidies and grants for operating purposes	-	-	-
Fees and charges	41	42	112
Internal charges and overheads recovered	274	361	196
Local authorities fuel tax, fines, infringement fees and other receipts	-	-	24
<b>Total operating funding</b>	<b>10,630</b>	<b>11,558</b>	<b>9,082</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	3,702	3,934	4,318
Finance costs	-	-	-
Internal charges and overheads applied	3,374	3,768	2,913
Other operating funding applications	40	41	86
<b>Total applications of operating funding</b>	<b>7,116</b>	<b>7,743</b>	<b>7,317</b>
<b>Surplus (deficit) of operating funding</b>	<b>3,514</b>	<b>3,815</b>	<b>1,765</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	1,841	1,875	3,075
Increase (decrease) in debt	4,573	3,201	1,720
Gross proceeds from the sale of assets	-	-	-
Lump sum contributions	-	-	-
Other dedicated capital funding*	93	97	137
<b>Total sources of capital funding</b>	<b>6,507</b>	<b>5,173</b>	<b>4,933</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	2,472	3,232	987
- to improve the level of service	3,527	3,236	1,557
- to replace existing assets	1,890	2,022	1,513
Increase (decrease) in reserves	2,132	498	2,641
Increase (decrease) in investments	-	-	-
<b>Total applications of capital funding</b>	<b>10,021</b>	<b>8,988</b>	<b>6,698</b>
<b>Surplus (deficit) of capital funding</b>	<b>(3,514)</b>	<b>(3,815)</b>	<b>(1,765)</b>
<b>Funding balance for Water supply</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*Other dedicated capital funding for the Water Supply group of activities represents capital income from fees charged to fund capital works for new connections.

**NOTE: Last year's statement -  
New data to come**

# ORGANISATIONAL SUPPORT

## What we did

### Business improvements

We completed a major project to review how our organisation operates internally and what changes we needed to make to ensure that we could continue to meet the ambitions, needs and issues of our communities. In part, this was required as a result of the significant growth that the district is experiencing.

We launched a strategic reset, co-designed the organisations structure, formed new teams, created space and reimagined our working environment, refreshed our values, recruited heavily, demanded a culture of doing things differently and launched a new organisation to our people at an event called Team Up 2019.

We also refreshed our internal strategic plan - 'Our Plan' - that gives clear guidance to areas of focus. The plan includes focus on a digital roadmap, various planning activities, culture and the growth of our people.

We launched several learning programmes for our people including project management, change management, risk management and a leadership programme.

We have been focussed on progressing the digital roadmap and working on several foundational Information Management projects;

- Analysis of staff roles and deployment of technology requirements to enable more mobile working. This includes considerable work on the firewall and other network infrastructure;
- A master data project to establish data governance and ownership for key data in preparation for more integrated and enterprise system implementations;
- Upgrades related to enabling single sign on for staff;
- Discovery and design for an intranet refresh. This project is moving into implementation;
- A significant pilot for the digitisation of property files;
- An internal programme to increase staff awareness of their record keeping responsibilities;

We have also been a major contributor to the implementation of the Local Authority Shared Services (LASS) data portal that brings together open data from the 12 Waikato LASS councils and makes it available for the public.

### Procurement and contract management

We saved more than \$732,302 through a variety of initiatives, including procurement through MBIE-led 'all of government' contracts.

### Zero Harm (health, safety and wellbeing) programme

Our Zero Harm Programme continues to focus on the following three key areas;

- Best practice health and safety management systems
- Believable and capable safety leadership
- Robustly managed health and safety risks

We have continued to focus on managing our health and safety critical risks, through the use of the disciplined "Bowtie" risk management methodology. We have also reviewed, redesigned and relaunched our wellbeing programme. A wellbeing strategy has been developed based on the Te Whare Tapa Wha model of health and a number of wellbeing initiatives have already been completed.

## How we paid for it

### Operational Funding

#### PIE GRAPH TO COME

TBC %	Internal charges recovered
TBC %	Local authorities fuel tax, fines, infringement fees and other receipts
TBC %	General rates

# Funding impact statement – Organisational support

	2016/17 Long term plan \$'000	2017/18 Long term plan \$'000	2017/18 Actual \$'000
<b>Sources of operating funding</b>			
General rates, uniform annual general charge, rates penalties	464	691	500
Targeted rates	-	-	-
Subsidies and grants for operating purposes	-	-	-
Fees and charges	11	12	6
Internal charges and overheads recovered	32,389	33,984	27,674
Local authorities fuel tax, fines, infringement fees, and other receipts	1,147	1,248	1,508
<b>Total operating funding</b>	<b>34,011</b>	<b>35,935</b>	<b>29,688</b>
<b>Applications of operating funding</b>			
Payments to staff and suppliers	19,400	19,748	20,451
Finance costs	3,968	4,934	3,997
Internal charges and overheads applied	7,442	7,698	6,646
Other operating funding applications	1,630	1,814	1,570
<b>Total applications of operating funding</b>	<b>32,440</b>	<b>34,194</b>	<b>32,664</b>
<b>Surplus (deficit) of operating funding</b>	<b>1,571</b>	<b>1,741</b>	<b>(2,976)</b>
<b>Sources of capital funding</b>			
Subsidies and grants for capital expenditure	-	-	-
Development and financial contributions	-	-	-
Increase (decrease) in debt	3,763	7,059	(5,883)
Gross proceeds from the sale of assets	217	202	328
Lump sum contributions	-	-	-
Other dedicated capital funding	-	-	-
<b>Total sources of capital funding</b>	<b>3,980</b>	<b>7,261</b>	<b>(5,555)</b>
<b>Applications of capital funding</b>			
Capital expenditure			
- to meet additional demand	-	-	-
- to improve the level of service	36	68	192
- to replace existing assets	2,328	3,278	1,547
Increase (decrease) in reserves	2,972	5,136	(11,623)
Increase (decrease) in investments	215	520	1,353
<b>Total applications of capital funding</b>	<b>5,551</b>	<b>9,002</b>	<b>(8,531)</b>
<b>Surplus (deficit) of capital funding</b>	<b>(1,571)</b>	<b>(1,741)</b>	<b>2,976</b>
<b>Funding balance for Organisational support</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NOTE: Last year's statement -  
New data to come**

# PROGRESS TOWARDS COMMUNITY OUTCOMES

The following tables outline the progress we've made towards the community outcomes we seek as a result of the Council's work programmes.

## Governance

Community Outcomes		Progress
Supporting our Communities	To ensure that our diverse community is represented in a democratically accountable and respectful manner.	We reviewed our representation arrangements for the 2019 local body elections. The contact details of our elected members are available on our website and via the call centre.
Working together with you	To ensure that decisions are underpinned by sound financial governance.	All minutes of open meetings were made available to the public via our website.
Providing value for money	<b>To ensure that decisions and processes take into account both short and long term impacts on our customers and partners.</b>	Where decisions significantly impact our customers, we have sought the opinions of our communities. Consultation on Raglan foodwaste, the District Plan and Blueprints are good examples of this.

## Sustainable Communities

Community Outcomes		Progress
<b>Supporting our communities</b>	To provide our customers and partners with opportunities for engagement thereby providing input into the decision making process.	We have engaged with our communities on plans, bylaws, projects and initiatives in a range of ways from formal submission procedures to open days, public meetings, and market days, and through social media.
<b>Sustaining our environment</b>	To ensure Council and our communities are resilient and have the capability to respond, manage and recover from emergencies.	We have a total of 154 staff trained in civil defence emergency management, 69 at a foundation level, and 85 at an intermediate level.
<b>Building our economy</b>	To build community capacity by encouraging voluntary and community-based organisations to provide activities and services.	We committed grants totalling more than \$800,000 from Council-owned or administered funds for distribution to 174 organisations to enable communities to meet some of their own needs.
<b>Sustaining our environment</b>	To ensure that our open spaces are safe and well maintained and offer opportunities for a wide range of recreational, cultural and community activities.	Results from our annual customer survey showed that 83% of our customers are satisfied or very satisfied with the parks and reserves that we provide.
<b>Providing value for money</b>	To ensure Council provides safe, accessible and well-maintained community and leisure facilities and general properties which contribute to the community's recreational, economic and cultural needs.	Of those surveyed through our customer satisfaction survey, 91% of respondents are satisfied or very satisfied with their local libraries.
<b>Supporting our communities</b>	To ensure that a seamless consistent quality service is provided to our customers via a range of channels.	Nearly two-thirds of our customer satisfaction survey respondents said they were satisfied with the overall service received (65%) and that it took little or no effort to conduct business with the Council (56%). These are both slightly down on last year's figures.  We use a range of engagement methods including social media, our website, letter drops, open days and the Link newsletter.
<b>Building our economy</b>	Tourism in the district is enhanced and Council's processes and infrastructure support and facilitate new and existing business.	Tourism spending in the district was \$127 million. We continue to support Hamilton & Waikato Tourism, and the establishment of a Regional Economic Development Agency – Te Waka.
<b>Working together with you</b>	To ensure that we are accountable to our customers for our outcomes.	All minutes from open meetings were made publicly available via our website. We also made publicly available the quarterly reports outlining progress against our organisational goals.
<b>Sustaining our environment</b>	Restoration, protection and enhancement of natural areas in the district to increase natural habitat and biodiversity.	We continued our Lake Rotokauri restoration programme which includes fencing boundaries and planting native species. Pest control and native habitat improvements continue on a number of other reserves.

## Sustainable Environment

Community Outcomes	Progress
<b>Sustaining our environment</b>	<p>To ensure that animals are kept in a way that protects their well-being and minimises danger and public nuisance, and provide animal owners with education regarding their responsibilities.</p> <p>Review of the 2018 dog registration process, incorporating the new Enterprise Cash Receipting (ECR) system was completed and improvements were made for the 2019 dog registration process.</p> <p>We ran 78 education sessions in 29 schools around the district as part of our Dogsmart Education Programme, as well as 5 education sessions at 5 kindergartens.</p>
<b>Supporting our community</b>	<p>To ensure that building regulations and standards are met so that people living and working in buildings are safe.</p> <p>We have met our targets for swimming pool inspections and for auditing buildings with WOFs. We have also carried out 81 assessments on earthquake-prone buildings in the north Waikato area in line with new 2017 legislation.</p>
<b>Working together with you</b>	<p>To ensure that development enhances the wellbeing and safety of the community, and that people have the opportunity to participate in the strategic and district planning process.</p> <p>The community had the opportunity to be engaged with us on a number of projects, key projects included consultation on the development of our District Plan and our Blueprint.</p>
<b>Sustaining our environment</b>	<p>To ensure communities are well informed about the effects of waste and opportunities they have to reduce waste.</p> <p>We have 18 Enviroschools in the district. Enviroschools aim to foster a generation of people who instinctively act and think sustainably.</p>
<b>Sustaining our environment</b>	<p>To ensure that activities are managed so that our communities are healthy and safe, legislative requirements are met and nuisance is managed.</p> <p>We successfully moved all existing food operators on to the new food regime and are now registered under the Food Act 2014. We met our statutory deadlines in processing alcohol applications under the Sale and Supply of Alcohol Act 2012. We have recruited two new fully trained Environmental Health Officers, and are in the process of training an internally recruited officer.</p>
<b>Providing value for money</b>	<p>To ensure that timely and accurate information and efficient processes are provided to people planning to build on or purchase a property.</p> <p>We introduced new digital 'back-of-house' systems to improve efficiencies in handling consent applications. Around 80 per cent of our building consents customers now use the new paperless system, saving our customers time and money.</p>
<b>Supporting our communities</b>	<p>To ensure sustainable growth is encouraged in appropriate locations supported by well-planned essential services.</p> <p>We received over 900 submissions on our Proposed Waikato District Plan, resulting in over 9,000 individual submission points. We then called for further submissions in April 2019.</p>
<b>Supporting our communities</b>	<p>To ensure that planning controls assist in protecting cultural heritage and the natural and physical environment.</p> <p>Our Proposed Waikato District Plan includes rules for protecting the district's environment and heritage. We are now working on Stage 2 of the review which covers natural hazards and climate change.</p>
<b>Sustaining our environment</b>	<p>To ensure that our waste and recycling services are efficient and effective and protect our natural environment.</p> <p>We continue to work with councils across the region to find synergy to deliver waste minimisation across the area. An inorganic collection was not rated or provided for this financial year.</p>

## Roading

Community Outcomes		Progress
Supporting our communities	To ensure that the district is easy and safe to get around and alternative transport options are available.	We re-surfaced 125.5 kilometres of sealed roads, and completed 9.8 kilometres of pavement rehabilitation and constructed 4.62 kilometres of new footpath, maintained a road safety education programme and investigated alternative transport options.
Providing value for money	To ensure that transport infrastructure is planned at a rate to consider growth and demand in a cost effective manner.	We continue to create new infrastructure in Pokeno, Te Kauwhata and Tuakau, and we are working with developers to support initiatives in roading and bridge work for the Rangitahi Peninsula development in Raglan.
Sustaining our environment	To ensure that the network is well maintained and negative environmental effects are mitigated.	During the past year we undertook 1,400 kilometres of grading on unsealed roads.

## Stormwater

Community Outcomes		Progress
Sustaining our environment	To ensure that Council's water infrastructure supports safe and healthy conditions and conforms to established public health standards.	There are no instances where flooding from our stormwater network occurred in the district. All performance targets relating to stormwater activity were met.
Providing value for money	To ensure that the waters infrastructure networks are managed and maintained to ensure it is both cost effective and reliable, and meets water industry best practice.	We completed a schedule of minor upgrades across the district, installing new pipes to increase capacity where required.
Supporting our communities	To ensure that the water infrastructure network is managed effectively to minimise wastage and ensures that water is sustainably and appropriately collected, treated and disposed of to protect the environment.	We oversaw development-led extensions of the stormwater network, stormwater treatment ponds and riparian planting beside streams in Pokeno to ensure that stormwater management keeps up with growth in the area. The Pokeno stormwater model has been updated to give more confidence in flood prone locations, and so we can understand the impacts of urban development and climate change.

## Wastewater

Community Outcomes		Progress
<b>Sustaining our environment</b>	To ensure that Council's water infrastructure supports safe and healthy conditions and conforms to established public health standards.	We continued a staged programme to invest in separate teams and equipment for drinking water supply and wastewater services in line with Ministry of Health best practice guidelines.
<b>Providing value for money</b>	To ensure that the waters infrastructure networks are managed and maintained to ensure it is both cost effective and reliable, and meets water industry best practice.	We replaced 5 pumped mains, cleaned 13.27 kilometres of wastewater pipes in Raglan and Huntly, completed wetland rehabilitation at our Meremere and Te Kauwhata treatment plants, and replaced 1.1 kilometres of failing asbestos cement gravity sewer in Ngaruawahia.
<b>Providing value for money</b>	To ensure that the water infrastructure network is managed effectively to minimise wastage and ensures that water is sustainably and appropriately collected, treated and disposed of to protect the environment.	We expect to save at least \$28.3 million in the next decade by negotiating a contract with Watercare Services Ltd to manage our three waters services under the guidance of a professional Council-appointed Waters Governance Board that includes Waikato-Tainui representation.

## Water Supply

Community Outcomes		Progress
<b>Providing value for money</b>	To ensure that Council's water infrastructure supports safe and healthy conditions and conforms to established public health standards.	We continued a staged programme to invest in separate teams and equipment for handling our drinking water supply and wastewater services in line with Ministry of Health best practice guidelines.
<b>Sustaining our Environment</b>	To ensure that the waters infrastructure networks are managed and maintained to ensure it is both cost effective and reliable, and meets water industry best practice.	The first of two new water reservoirs for Pokeno was installed, and extensions to the water supply network in Pokeno were constructed as required to meet the needs of new subdivision in the area.  Planning work was completed for the installation of a new water reservoir in Matangi.
<b>Working together with you</b>	To ensure that the water infrastructure network is managed effectively to minimise wastage and ensures that water is sustainably and appropriately collected, treated and disposed of to protect the environment.	We completed a programme to meter all properties connected to our water infrastructure and switched all newly metered properties to water meter charging from the start of the financial year. This will help residents understand their usage, encourage conservation, as well as to assist us to track, locate and fix water loss from the system.

# WHAT YOU GOT FOR \$1

We deliver a broad range of services to our diverse district of residents, business owners and visitors. Here's how we spent every \$1 we received from general rates.\*



**ANIMAL CONTROL  
XX CENTS**

**AREA OFFICES AND  
OTHER PROPERTIES**



**XX  
CENTS**

**COMMUNITY AND SAFETY**



**XX  
CENTS**

**CORPORATE AND  
COUNCIL LEADERSHIP**

**XX  
CENTS**



**ENVIRONMENTAL  
HEALTH  
XX CENTS**



**GRANTS AND  
DONATIONS  
XX CENTS**



**LIBRARIES  
XX  
CENTS**



**PARKS AND RESERVES**

**XX  
CENTS**



**RESOURCE MANAGEMENT**

**XX  
CENTS**



**ROADING XX  
CENTS**



**SOLID WASTE X CENT**

**STORM X CENTS  
WATER**



**WASTE  
WATER  
XX  
CENTS**

**WATER SUPPLY  
XX CENTS**



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\*This does not include targeted rates. A targeted rate funds a specific Council activity or group of activities rather than general Council services. For example, those who receive a refuse collection pay for it through a targeted rate. Those who don't receive it, don't pay for it.

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STATEMENT OF SERVICE PROVISION

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